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INDUSTRY

**FEBRUARY
1946**

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Connecticut INDUSTRY

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L. M. BINGHAM, Editor

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THE INCREDIBLE IS HERE

By ALFRED C. FULLER, *President*

ALTHOUGH I have always championed the right of individuals, whether they be employers or employees, to join an association or union for the promotion of their common welfare, I have never condoned the use of intimidation or other methods which offend moral, common or statutory law to obtain their objectives.

But when either employers or employees, banded together in associations or unions, use their collective strength to obtain their ends in a manner injurious to non-member employers or employees, or to any other segment of the public, they offend the moral law even if legal remedies are not sought or cannot be made effective because of political pressure brought to bear on law enforcement officials or the courts. Since all common law and much of the statutory law springs from the moral law for human conduct, repeated offenses against that law by individuals or groups lead us downward toward chaos and barbarism rather than toward our proclaimed high goal of a well-ordered society which will ultimately make human brotherhood a reality rather than an Utopian dream.

Let's take the measure of our domestic scene today in the light of the yardstick I have just described. All about us we see signed labor contracts between management and labor being broken because certain powerful union leaders believe they have the political power to get what they want by ordering strikes now rather than waiting until time for negotiating a new contract. Besides being unlawful, such action tends to break down the confidence of all management in the large body of reliable union leaders who are bargaining fairly or who are willing to conduct their negotiations along moral and legal lines. How can men who flaunt the terms of the contracts which they signed in good faith on behalf of the unions they represent be said to be true friends of labor when a repetition of their acts will ultimately stir public indignation to make an overwhelming demand for controls which will injure the whole body of organized workers in America?

Take the matter of picketing. It may be either lawful or unlawful to use this form of persuasion to induce workmen to join a strike, depending entirely on the manner in which such picketing is conducted. The lawfulness of picketing must be determined in each case by the classification of the conduct in the category of "peaceful persuasion" or "intimidation, threats or coercion". The privilege of picketing does not include the right to use forceful measures, such as blocking factory entrances or exits, to prevent those desiring to work from entering or leaving the plant.

Because of the clear breach of contracts and the nature of the picketing which has taken place recently at the Fafnir Bearing plant in New Britain; at the United States Finishing plant in Norwich; at the Yale & Towne plant in Stamford; and in numerous other struck plants throughout the country, it will be seen that illegal methods have been used to coerce either employers, employees, or both as a means to win strike demands. What a travesty

is the title of the Wagner Labor Relations Act—"An Act to Diminish the Causes of Labor Disputes"—in the light of these recent and numerous other infringements of moral and legal rights of employers and employees! What is still more disturbing is the following: 1. The fact that many duly constituted authorities give no protection to those who suffer because of this coercive activity; 2. That so few of those injured by illegal means are demanding protection against such unlawful practices or even appealing to the lawmakers in Washington to require union responsibility.

I might go on to name case after case of strong-arm monopolistic methods, but the pattern of offense and forgiveness by the courts is just the same, and space will not permit. It's time the people of Connecticut and the nation woke up to pay some real attention to this strangulation of liberty and justice which has grown upon us like Topsy during the past decade. Although the failure to discuss and seek action to correct the present attitudes and actions of a minority of our labor leaders seems incredible in this country, it may be due to the fact that people still cannot believe what is actually happening. "It Can't Happen Here" may be the reasoning of the public as it was just before, and for a short time after, Pearl Harbor. The fact remains that our national concepts of sound social morality are being torn to shreds before our very eyes by a few power-thirsty and misguided crusaders who call themselves "friends of labor". Even more disturbing is the fact that these crusaders are being abetted by government officials and the courts. Yes, the incredible is here, when, after a war for human freedom, preferred treatment is given to pressure groups without regard to sound political or ethical considerations.

One remedy lies on the doorstep of the lawmakers who should forbid industrial strangulation for unlawful or wrongful purposes or by unlawful means. Another remedy demands a house-cleaning by sound-thinking, law-abiding labor leaders to rid unions of the small but powerful minority who believe that any means is justified by the objectives sought. And finally, management must continue to expand its efforts to prove the sincerity of its purpose to improve the lot of its workers as rapidly as permitted by technological advances, the demands of consumers and within the framework of a fair incentive return to its stockholders.



Education the Connecticut Way

By LAWRENCE L. BETHEL, *Director, New Haven YMCA Junior College*

AN ACCOUNT OF educational developments at the New Haven YMCA Junior College through cooperation of Yale, industry, and the YMCA.

CONNECTICUT has become known as a state of cooperative action, out of which have come the well-known Connecticut "firsts." During the war, Washington increasingly looked to Connecticut as the proving ground of cooperative action projects in employment, production, and industrial training. The basis of this cooperation is the fact that Connecticut is made up primarily of small and diversified companies, close by, in a limited geographical area. By working together, these small companies enjoy the benefits, normally limited to large industry, of research, product development, and counsel on labor relations.

High concentration of industry in a small area makes organized effort easier in Connecticut than in large states. And this organized effort among small companies is free of the limiting influences of the large company which, with its maze of vice presidents and committees, is too big for efficient operation.

In attempting to do as Connecticut industry does, the New Haven YMCA Junior College has become a part of this total pattern of cooperative action; it has become a community college, de-



DR. LAWRENCE L. BETHEL, author of this article and director of the College, counsels a student.

voted to service and to educational needs of the community. To do this job the "Connecticut way," our organization is made of these cooperative parts: First, Yale University contributes buildings, laboratories, and libraries, without charge. Furthermore, the University makes it possible for us to use specialists of the University faculty. Second, the Community Chest, through the YMCA, contributes an annual cash subsidy to the work of the College. Third, business and industry contribute scholarship funds, educational development funds, fac-

ulty, and materials of instruction. These phases of cooperation are organized as a separate corporation, chartered by Act of the State Legislature as a non-profit, educational institution.

During the war, the Government called upon Yale to provide collegiate training needed by war industry (a program known as E.S.M.W.T.), and Yale asked the College to assume responsibility for this program in New Haven County. This meant that the College had to work intensively with industry, going into chemistry, metallurgy, aeronautics, electronics, tool engineering, and management. Management included methods work, production control, management-labor relations, safety, etc. These were new subjects to the College, but the needs were met on an expediency basis through short-time courses. Some courses were too short to be valuable, but, in general, the program did considerable good.

Eighteen months ago the Board of Governors and the faculty started planning for the postwar period. Co-operating industry, anticipating the return of free enterprise, said that they preferred not to use Washington money for postwar industrial training in New Haven. Realizing that major developments would be needed for New Haven's industrial employees, the College appealed to twelve cooperating companies. These companies signed agreements to pay \$500 to \$5000 per year to the College development fund, over a period of five years. Furthermore, they agreed to open the doors of their companies to the College faculty so that the faculty might study the educational needs of employed personnel.

In return, the companies received, first, a better chance, since their employees were being studied, of having a technical college develop of a kind needed by their employees and, second, the agreement of the college to organize courses to meet specialized needs of the twelve companies cooperating. Furthermore, employees of the twelve companies have priority on registration in all new courses growing out of these development funds. Ordinarily,



MACHINE DESIGN INSTRUCTOR explains a diagram to the class.

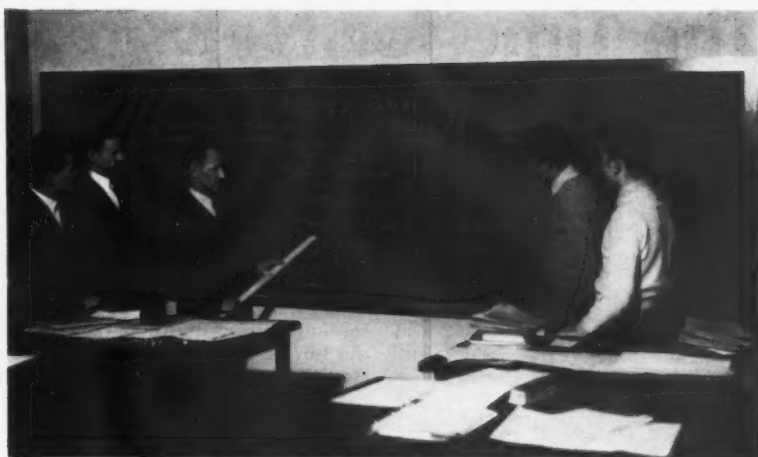
the College admits all qualified people with no restrictions. On "pilot runs" of new courses, however, it is necessary to limit members if an efficient job is to be done.

A third advantage to the cooperating companies is that the College, through better acquaintanceship, will be able to provide improved placement and counseling service to student employees. To counsel, the College must know the man, the job, and the company. Tests and general information on job requirements, obtainable from books, are part of counseling, but a job in a company requires that we study that company. The first thing the College does, when a company signs an agreement, is to schedule an all-day conference with the company. Seven key people, representing various departments of the College, meet the key people of the company—those people representing sales, accounting, production, industrial engineering, personnel, etc. This is the chance to get acquainted with the company. It forms the foundation for future follow-up work with individuals.

Specific plans are carefully worked out between College and Company representatives. One company, for example, selected 35 men for a two year program of supervisory training. The company hopes that these men may qualify as replacements in the key administrative positions of the company. In another company, the president explained that he was scheduling policy changes in the company—such as a new incentive pay system and an improved costing and budgeting procedure—in such a way that changes would be delayed until his men, who are already experienced supervisors, have obtained enough background of study to permit them to participate actively in the making of these changes and in interpreting them to the workers.

In this supervisory program, company conferences operate concurrently with the classes at the College. The company conferences are under company leadership. At the College, the men get the principles of supervisory and administrative activities. At the company conferences they get the "ground rules," so to speak, or the application of principles to operations in their particular company.

Before the war the College offered four programs, Accounting, Business Administration, Mechanical Engineering, and Electrical Engineering. Now, to fill the needs of the company-



THE PROFESSOR demonstrates in an accounting class.

cooperation program, the College offers ten new or revised programs. In management are two new programs, Personnel Supervision, intended to make supervisors more than just good toolmakers or machinists, and Industrial Administration, designed to prepare men for work in costs, methods, time study, production control, quality control, and other staff jobs in industry.

In business are two revised programs in Accounting and Business Administration. On the advice of cooperating companies, these programs have been made flexible to serve individual needs better and to include more general education in science, economics, sociology, and psychology. Business has said that if the College will develop the breadth of training in employees, they will give them the techniques.

Two new programs in Mechanical Engineering are Mechanical Design and Tool Engineering. Cooperating

companies desired these courses strongly, and they were developed with the aid of the Society of Tool Engineers and of three or four technical colleges.

In Electrical Engineering, new programs are in Power and Communication. These include the emphasis on electronics that has grown out of war developments. Another popular development is in Materials Engineering programs in metals and non-metals. An announcement will be made soon of a program in Industrial Safety, a program made possible through a grant from the Liberty Mutual Insurance Company Foundation in Boston.

One innovation in College procedure this year was the beginning of late afternoon classes, to take advantage of possible shorter hours of business, especially in offices, and to accommodate many people who would rather attend classes in the late afternoon than in the evening.

Future plans of the College include the placement of two people on a job on a split-shift basis. Each person will work four hours; both will attend College classes. Industry is enthusiastic about this program, seeing in it a good opportunity for the adjustment of returning veterans. Veteran representatives, here and in Washington, believe this plan will be attractive to veterans who want to get married, go to school, and get jobs.

Knowing that business offices require a great deal of expansion, the College plans to develop programs in finance, sales, and office management, undertaken in cooperation with industry. The College also hopes to develop a management laboratory in line

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THE ENGINEERING drawing instructor explains a problem.

The Time for New Products is Now

By JACQUES MARTIAL, Martial & Scull, New York

FOR TWELVE YEARS the author has been a senior associate in the industrial designing firm of Martial & Scull who have rendered design service to numerous nationally known companies. As a seasoned designer his warning on the need for prompt action on new product design should be heeded.

LUXURY-STARVED Americans who went through the production-lean years of the war without nylon stockings, new cars, or fantastic kitchens guaranteed to do everything but eat the food off the range, are mobbing the country's stores today. They want to buy all the products advertised in magazines and newspapers and over the radio as the post-war products of America. But when they get to the stores, they find the shelves almost bare and none of the post-war items.

Leaning over the store-counters, Mr. and Mrs. America listen to the same old selling story of "tomorrow and tomorrow." But with money on hand and inconvenienced by worn-out goods that weathered four years of war, Mr. and Mrs. America are buying anything and everything today in an almost hysterical reaction to the wartime when they had no leisure to shop and when their interests were riveted to war news and not to bargains.

Unfortunately, this seller's market today has converted many of our shrewd, intelligent manufacturers of the East into *complacent men* who shovel out any stock on hand. They don't realize that some day, very soon, their customers will get wary. I say very soon because new products are due not only from here but from the Mid-West and the Coast as well. Manufacturers out there are ahead of the East and are getting ready to produce new, stylized products.

These western manufacturers are using extensively industrial designers or so called technicians for this purpose. Yet, and I can't say why, eastern manufacturers are not employing our technicians or industrial designers. The only reason that occurs to me, is that eastern manufacturers don't know the purpose and ability of these men.

A well known radio manufacturer who recently ordered a new cabinet design from our firm, typifies these eastern manufacturers. His indifference

made it evident he thought he was buying a pig in a poke. When he saw our blue prints and finished models, he was startled enough to admit it. He said:

"I really didn't believe you could do anything for me but I had some surplus profits kicking around and wanted them off my income taxes. Surprisingly enough, I've made an excellent investment."

What he meant was that instead of lowering his taxes, we had shown him how to *cut his expenses* and, at the same time, give his product eye appeal. We showed him how to mount his cabinet in one operation. Until he saw our plans, he had used four separate mounting operations—one each to mount dials, speaker, knobs, and finally, to put in the chassis itself.

What we did for him can be done for every manufacturer whether he produces household equipment or erects baseball stadiums. Industrial designers develop new products to replace eye-sore but useful products—we handle everything from pianos to our own latest—an all-in-one gasoline unit that supplies two cars at the same time with two grades of gas, three grades of oil, as well as water, air, and anti-freeze solution.

An industrial designer has a four-fold function: he creates a product that is more efficient, cheaper to manufacture and modern by using all new, appropriate materials, with eye or package appeal, and finally, through all these, a product that will develop new markets and thus new jobs.

There are three phases in industrial design:

1. PRODUCT DEVELOPMENT

—here the manufacturer gets an idea and requires a technician or inventor to create a saleable item. For example, we recognized the need for an atom-bomb-proof house; we created one. We recognized the need of a double edge blade ejector; we created one, and so on.

2. **PRODUCT ENGINEERING**—the designer works on an old usable product and provides the manufacturer with exact data on tools and dies needed, work stops, and blue prints to prove the newly created product is cheaper to produce and more desirable.

3. **PACKAGE STYLE OR EYE APPEAL**—the designer takes an old usable product and dresses it to fit the new trend or style and appeal to the consumer. Eye appeal explains why an otherwise reasonable housewife with a good refrigerator or range, insists on the new one she saw in the store.

Last week, a designer spent half an hour at my office complaining about an eastern manufacturer. This manufacturer, he explained, had this to say to him:

"Today, we sell anything. Wait until normal business competition starts again, you know, the old throat-cutting, and then come see me."

What that designer should have told this manufacturer was that today with his surplus profits, the manufacturer *can afford* to create products of tomorrow; today, western and coast firms are not waiting for the Era of Competition; today, industrial designers and technicians are moving West. From under your nose, western manufacturers are stealing tomorrow's products that your customers will demand. How? By hiring talent and creative ingenuity of the eastern technicians who know what eastern women want.

I'm not discussing manufacturers in the General Electric class. I mean the medium or even small western manufacturer. But our eastern manufacturers in this class, are content to jog along with products they sold during and before the war, yes, and sell today—but for how long?

Big manufacturers in the Westinghouse class, have long-range programs that accept industrial designers as part of the over-head. But I would say no more than 20 per cent of our other eastern manufacturers have long-range programs and are ready to manufacture new, better and more attractive items.

Some eastern manufacturers hire an

(Continued on page 28)

Printing Training Streamlined in Hartford

WHILE MANY MAJOR CITIES have been talking and mulling over plans to bring more trained men into the industry, few have so far gotten into action with an effective program. One of those few is Hartford, where recently a carefully studied, thoroughly integrated plan was put into operation. Through its industry organization, The Advertising and Printing Crafts (division of the Hartford Chamber of Commerce), Hartford, is now training on a special accelerated program several war veterans, has issued a book designed to attract more worthwhile young men to the printing business, and has interested vocational counselors and high school guidance teachers in cooperating with the program. Following is a highlighted résumé of the development of the Hartford plan as told by Bert C. Gable, chairman of the Training Committee of the Hartford APC, and vice-president of Case, Lockwood & Brainard.—Editor.

A YEAR ago last October a committee of the industry met and came to the unanimous conclusion that our greatest post-war problem would be manpower. All indications pointed to a tremendous pent-up demand for general commercial printing and advertising and promotional printing in particular and it was obvious that if the printing industry was to perform the task required of it it would have to have the necessary personnel to do so. It was also obvious that the industry could not wait for three or four years to have men trained under the normal part-school, part-shop method and it was the general consensus of opinion that a high school graduate or veteran could be trained in a school course to attain about two-thirds of the fundamental knowledge of a journeyman in about a year.

Avoid Old, Slow System

"At first this seemed like a revolutionary change, but the armed services

had proved to all that men could be adequately trained for war time duty in much less time than had been formerly customary. It was also the unanimous opinion of the committee that boys trained under the old system learned a smattering of presswork, composition, and bindery work and did not turn out to be good workmen in either place until a considerable time had elapsed.

"The committee asked the Connecticut State Department of Education if it would be agreeable to setting up a course in the local Trade School to accomplish our purpose. Dr. Alonzo G. Grace, Commissioner of Education for Connecticut, indicated that he was very happy to cooperate. A subcommittee of the Hartford APC, called the Technical Committee, brought in samples of work they expected a boy to be able to perform at the end of his training of about a year. It was the type of work that could be of considerable aid in help-

ing the printers meet production schedules.

"The plan is to have the boys take about a three-months exploratory course in the various branches to see into which category they fall at the end of that time and to have them spend the remaining nine months specializing in composition or presswork, whichever their aptitudes indicate. At the end of the year, or perhaps periodically, the Technical Committee will conduct an examination to see if in its opinion the boy is able to perform the type of work decided upon. This method has two distinct advantages: first, the industry procures a workman in a comparatively short time; and second, the boy is able to step up his earning capacity much faster than in the old apprentice-type system.

Publish Attractive Book

"After the course was set up on this basis the next problem was how to attract boys into the printing industry. A book was prepared entitled "The Printing Crafts Offer a Challenge" in which a brief story of the details of the craft and opportunities it offers. In the book we emphasized the fact that we were not interested in boys merely willing to slide along with the tide, but we wanted ambitious, conscientious young men who were willing to work, and pointed out that there was a real opportunity for them. It was also stated that proprietors are always anxious to advance a capable boy and that there were many opportunities open in the sales and advertisers' consultant field, in the

(Continued on page 25)



KEY MEN IN HARTFORD'S VET TRAINING PROGRAM: L. to r., Van Courtright Walton, Case, Lockwood & Brainard; William R. Greenough, Taylor & Greenough Co.; William H.

Bulkeley, Kellogg & Bulkeley Co.; Bert C. Gable, Jr., Case, Lockwood & Brainard and Richard W. Howes, State Department of Education.



ACTIVITIES IN WHICH EMPLOYEES CAN PARTICIPATE have always been a recognized feature of the personnel policy of New Departure Division of General Motors Corporation with Plants at Bristol and Meriden, Connecticut. For the past fifty years employees have actively engaged in basketball, baseball, duck-pin leagues, women's softball, glee clubs, Christmas parties, old-timers' dinners, and other employee affairs. Added to this long list and eclipsing any one of them as far as number of participants is concerned, is the annual "Harvest Festival." It was a new venture, born of the war-time victory gardens, and its success depended upon employee interest and employee enthusiasm. After the 890 victory gardeners had plowed, planted, hoed, and harvested, they brought their produce to the Harvest Festival, an event which now has become an annual affair, a community project made possible by enthusiastic employee participation.

IN order to make the crucial war period, just past, a more successful garden year than ever, the campaign for the 1945 fall Harvest Festival at New Departure was started in early spring before the frost was even out of the ground. To accommodate those employees who did not have the space for a victory garden on their own property, New Departure secured three different areas in the city, marked them off into 218 large plots of various footages, and made them available to the employees at no cost to them. It was not long before every plot was reserved. Seed catalogues became fireside reading, and the amateur gardeners dreamed of strawberries and cream while the snow was still on the ground.

Committees were formed in the various departments to guide any employees in securing a garden plot, transportation to that plot, or any other information which might be desired. Victory garden booklets were

distributed to all the departments urging the growing of more vegetables and home produce than ever before, and posters were much in evidence throughout the plant. All this publicity and these services were handled in the shop by employee committees working with a coordinator from the Personnel Office.

The Transportation Office extended to gardeners its program of "share-the-ride" which worked so successfully in solving travel difficulties for many of the employees in getting to and from their jobs. Once again, the cooperation was outstanding. Many people who had already been generous in the use of their cars to help out in "car pools" offered the same arrangement in helping out those who had gardens in areas which were not within walking distance of their homes.

With the seed in the ground and the weather man the deciding factor from this point on, the committee moved from planning the gardens to

planning the show of produce from these gardens.

There was one more feature, however, before the actual opening of the Festival. This was the periodic judging of the gardens themselves, at the height of their productivity, in competition for Victory Bonds and Stamps.

In order that every garden would be assured an equal chance, the entries were classified in three categories according to size. In this way, the smaller gardens were not competing against the larger ones.

The Harvest Festival committee visited all the garden entries first and rated them. The final judging was done by a group of unbiased outsiders. The following four standards were assigned point values and were considered in the final decision:

1. Quality of crops
2. Number of varieties of vegetables (Min. of 7 varieties necessary for judging)
3. Appearance
4. Unseasonable vegetables

An Old-Fashioned Country Fair

The New Departure Harvest Festival is planned along the lines of an old-fashioned country fair. Held in a spacious local community building, the entire floor is given over to displays of home-grown produce, arranged in attractive harvest manner. Along the walls are various exhibits set up by local manufacturers explaining their products. At the far end of the hall is the small podium for

the "hill-billy" band which plays regularly throughout the two days of the fair, backed by a mural painted by one of the New Departure employees, showing a typical "NDite" at work in his victory garden.

Directly in front of this stage, the floor is left clear to accommodate those who wish to dance. Refreshments are under the management of the Employees' Mutual Aid Association, Inc., and many a hot dog and like refreshment are dispensed from this corner.

Elsewhere in the building there is a hobby show—a very popular feature of the festival. Two classes of hobbies are displayed: things collected and things made by the exhibitor. They include fascinating objects ranging from buttons to firearms in the former category, and miniature railroads and ships' models, to crocheted shawls, and parlor furniture in the latter.

Awards and Special Features

The plans for the exhibits were drawn and published in a pamphlet which was distributed to the employees, listing eleven types of displays with numerous sub-classes. For example, Section 1 is a collection of fresh fruits and vegetables. Under this section one may enter:

1. Fresh home-grown vegetables
2. Fresh home-grown fruits and/or berries
3. A basket of home-grown vegetables
4. A basket of home-grown fruits and/or berries
5. Fresh home-grown vegetables arranged in a flat dish or bowl
6. Fresh home-grown fruits and/or berries arranged in a flat dish or bowl.



BLUE RIBBON WINNERS



NEW DEPARTURE supplied everything but the seed.

In this way there was plenty of opportunity for the individual to arrange his produce in any manner he wished and at the same time a much more colorful exhibition was assured with the many varieties of displays possible.

Through offering a large number of awards the competition was keener and entries were more evenly distributed with a wide variety of entrants. A total of 145 prizes were

awarded in Victory Bonds and Stamps. The traditional ribbons were pinned on the winning exhibits, blue for first place and so on down the line, and each ribbon carried with it a certain number of points. The four individuals having amassed the largest number of points were given a special grand prize of a \$50 bond and a trip for themselves and their wives or husbands to one of the General Motors aircraft plants in New Jersey.

Entire Community Attends

The New Departure Harvest Festival is a gala affair. It has the color and fun of the old-time fair after which it is modeled. And the spirit captures the entire community, not just the New Departure plants. There is no charge for admission. Anyone may come and stay ten minutes or all day, and an average of 16,820 people attended daily during the two days of the Festival. The displays and the crowds contribute to the atmosphere in great measure, but the continuous music and entertainment play a major part in creating an air of gaiety.

The New Departure Band, an employee organization, is on hand in full uniform to present concerts throughout the day at regular hours. When they are not playing, the "hill-billy" orchestra and specialty performers entertain, and elimination contests are held for the square dancers. The visitors may dance to the music provided by this orchestra, or take advantage at any other time of the continuous music over the public address system.

Means of Personal Recognition

From the very beginning of the campaign at New Departure for big-

(Continued on page 28)



HOBBIES . . . one of the most popular sections of the Fair

Visual Education Methods in Industry

By HOWARD J. REYNOLDS, *Former Photographer in Charge, Yale School of Medicine*

THE AUTHOR, an experienced photographer of New Haven, points the way to profitable uses for visual education to develop peace-time business. Ed. Note.

BUSINESS and industry have for many years recognized the practicality of the several types of photo-record devices which have been perfected specifically for their use. The continued popularity through the years of the Photostat, Rectograph and Recordak is sufficient proof of the need of photography in commerce.

Photography as applied to advertising, salesmen's portfolios and catalog illustrating will, of course, increase in demand as new products are introduced and present lines extended. Parallel in growth with photography has been the use of this medium in various visual education programs, many of which will have greater emphasis put upon them by business now that the war is over. Visual instruction as a means of quick learning has proved to be sound. The next step is to acquaint business with the necessary tools. This type of program can be based upon the use of two principal equipments, i. e. the 16 MM movie projector and the 2 x 2 slide projector or possibly the standard 3 1/4 x 4 outfit.

Veterans Picture Conscious

Mr. Veteran is picture conscious, make no mistake about that. He has been instructed, drilled, indoctrinated, cheered-up and schooled in general with movies and lantern slides. They have covered many subjects, from the details of an intricate piece of engine to a detailed map covering perhaps hundreds of square miles. Yes—the services were sold on visual teaching. The end result? Well, we will leave that up to the historians.

We do know, however, that before long industry will wonder why it did not adopt audio-visual and visual teaching methods on a larger scale before the war.

Prior to the early 1930's, the use of slides was pretty well confined to the halls of higher learning. Slides had only been used in the lecture room and museum, but never in the home to any extent. The introduction of a practical color transparency film changed that situation almost overnight. People

began to clamor for equipment especially designed to project these slides, and followed soon with demands for special types of screens and so on. The 2 x 2 slide can now be considered a fixture as is the 16 MM movie camera.

Application to Production

Progressive production men, as well as foremen, will be in the future alert to improvements in shop methods, assembly, inspection, packing, etc., and will record proposed changes in techniques or equipment, which will later be compiled and transferred to slides. During the course of discussion sessions the slides will be used for the enlightenment of the whole group. Slides from mechanical drawings of proposed new products may be used by groups of those who will carry out the idea to the finished product. This is an ideal way to thrash out technical kinks in advance. Motion pictures of operations during the course of time study may be later examined repeatedly and at the time study engineer's leisure. Individual frames may also be enlarged for analysis of a particular section, and prints could be made for filing or other reference data. If color is pertinent to the study, the stills or movies may be done in color too. Also, individual slides may be made from any of these negatives or positives.

Health, Safety, Office and Sales

Ordinary black and white or color slides may be found of great value in the instruction of new employees and for the introduction of new methods to all of the personnel. Health and safety programs may be most potently presented by diagrammatic slides and from photos showing the right and wrong methods of safety procedures. Office workers can be shown company routines very simply under a group teaching program. This is a pleasant way to be taught and minimizes the feeling of resentment that is often present when a program of instruction is attempted on an individual basis.

Sales managers, too, have a powerful ally in the still and motion picture and the progressive minded will exploit this sales media from every angle. A story of the product or the method from its beginning to the consumer cannot be approached by any other means as effectively and concisely as is possible with a picture slide series. Holding buyer or consumer interest by this means depends upon the intelligent development of the program from conception to completion. The frequent question, "What does your product have that someone else's does not have," might well be answered with a few slides showing exclusive methods which your firm has developed and put into use.

Deciding Upon Size

Although the 2 x 2 slide has been emphasized here, the larger but standard size slide (3 1/4 x 4), also has a place. The size to be decided upon for a long term plan should depend upon the type of subject material, the size of audience anticipated, the amount of printed matter, its quality, and so on. This very important point should be clarified definitely at the onset and would best be decided upon in joint session with a photographer or other person who is familiar with the problem of reduction and enlargement, as well as with projection equipment and other technical limitations. Ease of portability of the 2 x 2 outfits will often be the deciding factor in the matter of choice. It might be stated in passing that either 2 x 2 or 3 1/4 x 4 slides may be made from any negative or original of practically anything that can be seen. There has been some misunderstanding on that point.

Effectiveness Proven

The foregoing are but a few of the many possible applications of this newer method of teaching as they might apply to industry. Its effectiveness in teaching is proven. Its adoption to the requirements of production and sales problems will therefore depend entirely upon an enlightened management. Yes, photography went to war but it can go to work for peacetime industry in an unprecedented style, if given the chance.

NEWS FORUM

This department includes digested news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

M. H. RHODES, Inc. of Hartford is establishing a parking meter division in New Britain where the company will eventually employ about 300 people. Equipment in the former New York laboratory is being moved to New Britain.

★ ★ ★

FLOYD WALLACE, chairman of the board, recently announced the promotion of Clifford S. Thompson to treasurer of R. Wallace and Sons of Wallingford. Mr. Thompson, who had been assistant treasurer, succeeds the late Clifford W. Leavenworth, who held the post for 36 years.

★ ★ ★

BRASS GOODS Manufacturing Company of Brooklyn, N. Y., has purchased Plant D, the glider assembly shop of Pratt, Read Company, Inc., of Deep River. The new company will use the plant for the manufacture of brass goods and light sheet metal products. The company is expected to employ 250 people. Tax stamps indicate a purchase price of \$200,000.

★ ★ ★

ROGER KENNA, vice-president of the Marlin Firearms Company of New Haven, has been named president of the L. G. Smith Gun Company of

Fulton, N. Y., which replaces the Hunter Arms Company, assets of which were recently purchased by Marlin. Mr. Kenna will divide his time between the parent company and the subsidiary.

★ ★ ★

JOHN E. HAINES, who has just completed a survey for the Minneapolis-Honeywell Regulator Company, states that if Connecticut keeps pace with the estimated national upswing in living standards, it will, by 1947, have 416,339 of its 838,839 residents employed in service industries, 393,526 in manufacturing and 28,974 in farming.

In 1880, the United States had but 25 per cent of its people working in service industries. In 1920, the national figure was 39.4 per cent and in 1940, 51.3 per cent. Manufacturing in 1940 employed 30 per cent of the working force and agriculture, 18.7 per cent.

Haines cited three factors which, he said, will bring about further increases in the service industries field during the next few years:

1. Necessity of restoring and enlarging the number of outlets in sales and service occupations, greatly depleted during the war.

2. Introduction to the mass market of large numbers of products and

devices which involve customer education as well as product installation and maintenance.

3. The normal increase in the growth of service occupations to keep pace with population growth and also with the upcurve in living standards.

In order to build up the ranks of the service industries which includes such currently hard-to-find folks as automobile, appliance and radio repairmen, laundry and domestic workers, sales help and heating plant maintenance men, several organizations have accelerated activities of their free training courses since VJ-Day.

★ ★ ★

PLANS FOR RECONVERSION to peace time activities are rapidly progressing in many industrial plants throughout Connecticut and increased employment is seen in many sections of the state. Following are some of the recent developments:

THE MATSON MILL at Hopewell expects that a \$40,000 addition of a new weaving and carding room will be completed by the end of the year.

THE COLONIAL BRONZE COMPANY at Torrington is altering and expanding its plant on Winsted Road. **THE AMERICAN TUBE BENDING COMPANY** at New Haven anticipates expanding its prewar employment figure of 75 to a postwar figure of 300 by serving a more diversified type of customer.

DARRA JAMES CORPORATION of Waterbury will shortly begin construction of a plant and office building of brick and steel. The company has a \$1,500,000 order for production of machine tool equipment from concerns in Mexico and Brazil.

THE BROCK-HALL DAIRY COMPANY is planning a "T" shaped building containing 16,000 square feet of floor space on East Aurora Street in Waterbury and the **CLY-DEL MANUFACTURING COMPANY**,

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The Folding Paper Box has become almost as much a part of our modern manner of living as the countless necessities and pleasures it brings into the home.

Clean, sanitary, cheerful and gay (if correctly designed), it gives refreshing eye appeal to the shelves and counters of stores and helps customers quickly to "spot" their purchases—frequently influencing sales.

Getting along in this world would be inconvenient and drab without Folding Paper Boxes. Robertson designs and makes them.

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Ass'n, Michigan Engineering Society, Listed in "Who's Who in Engineering."

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BOSTON PORTLAND BRIDGEPORT WORCESTER NEW HAVEN
WATERBURY SPRINGFIELD HARTFORD PROVIDENCE

makers of cyclelet specialty products, has purchased a plant for the removal of their factory from Cheshire to Waterbury.

A. W. HAYDON COMPANY opened at Waterbury in January for the production of Navy items on a new timing device.

AT WILLIMANTIC several concerns have made plans to purchase or build plants for the increase of production. The Roselin Manufacturing Company has started construction on two new buildings to contain 42,000 additional square feet for the manufacture of braid and tricot fabrics, the Leiss Velvet Company is building a small addition and the New England Pant Company has purchased land for a building. The American Thread Company will install \$400,000 worth of rayon and throwing equipment to manufacture rayon and other synthetic threads. The building formerly owned by the Windham Silk Company has been purchased by the Virginia Textiles Company.

THE MERRITT MANUFACTURING COMPANY at Norwalk has been reconverted for the manufacture of toy wagons after building radar cases for the Army and Navy. James R. Haley, president of the firm, announced that the new wagons would be constructed entirely of steel with the exception of the rubber tires. The company has orders for nearly 1,000,000 wagons to date.

ELECTRIC STEAM STERILIZER COMPANY of New York recently announced two agreements under which the company will receive royalties for granting manufacturing and sales rights to the **GRENBY MANUFACTURING COMPANY** of Plainville. Under the first agreement Grenby will manufacture various types of cooking apparatus and will use the New York Company's electric steam generator in manufacturing the products. Grenby will concentrate on percolators, pressure cookers and steam tables. The second agreement grants world rights to Grenby on the manufacture and sale of sterlette toilet seats. In addition, Grenby also assigned to the New York concern a patent on a hydraulic seat on which the latter company will receive royalties.

THE BULLARD COMPANY at Bridgeport is constructing a three story building, 300 feet long by 80 feet wide, which will consolidate stores of parts and speed up assembly of Bullard machine tools.

THE VEEDER-ROOT COMPANY of Hartford has leased the property located at 776 Connecticut Boulevard, East Hartford. The firm will transfer its sales, administrative and purchasing departments to the new location thereby releasing manufacturing space at its Hartford plant.

★ ★ ★

THE VICTORY YARD at Groton, used for submarine construction during the war, is being sought as the possible sight for a chemical plant. In a letter to First Selectman Charles T. Crandall and Warden Arthur M. Card of Groton, John L. Smith, president of Charles Pfizer and Company, Inc., stated that his firm was definitely interested in the Victory Yard as a location for its new chemical plant. Before it will be possible for the Pfizer Company to locate at the Victory Yard, the Yard will have to be rezoned by the Groton Zoning Board.

★ ★ ★

R. HOSKEN DAMON, president of Bowser, Inc., recently announced that Bowser's refrigeration division had been moved intact from Woodside, L. I., N. Y., to Terryville, where it will occupy portions of the Eagle Lock Company, a Bowser subsidiary. The company manufactures highly technical low temperature equipment, deep freeze cabinets for farmers and specialized refrigerated containers for medical and dental offices. Domestic units will also be made. The organization recently acquired the manufacturing and sales rights of the Kold-Hold Manufacturing Company of Lansing, Mich.

During the war, Bowser's Refrigeration Division supplied test chambers to the Army and Navy for automatically simulating flying and temperature conditions.

Mr. Damon also announced the outright purchase of the Peterborough Lock Manufacturing Company, Ltd., at Peterborough, Ontario, to strengthen the Eagle position. The Canadian company produces builder's hardware. Employment at Eagle has recently been increased from 600 to 800.

★ ★ ★

AN ALL-TIME RECORD of new corporations formed in Connecticut during a single month was set in November when papers for 136 new corporations with a capital valued at \$6,718,000 were filed at the Office of the Secretary of State at Hartford. The previous record was established

in January, 1930, when 129 companies were listed with capital at \$10,720,000. The total companies to date for this year are 779 with capital valued at \$41,509,000.

The manufacturing bracket with 25 companies was the largest with real estate second with 18 new firms and merchandising third with 14 companies. Motors accounted for 10.

★ ★ ★

THE COASTAL MACHINE WORKS of Bridgeport, which manufactured the secret VT or proximity fuze, declared by Naval authorities to have been second only to the atomic bomb, was recently awarded the Navy "E".

The Bridgeport concern and the other few engaged in the manufacture of this weapon were never publicly cited for the Navy's award during the war period because of the necessity of secrecy. Now that it can be told, the Bureau of Ordnance "E" is being revived exclusively as a means of paying proper tribute to the Navy contractors who worked on the VT fuze.

A special pin is being awarded each worker in the plant. So closely was the secret guarded that few of the workers knew the purpose of the product they were making.

★ ★ ★

W. T. BEEBE, personnel manager of Hamilton Standard Propellers, Division of United Aircraft Corporation from December, 1940, to early in 1944, when he left to manage the personnel activities in the company's Missouri subsidiary, returned to the Hamilton plant on January 1 as manager of the personnel department.

Mr. Beebe succeeded James P. Jeffrey who resigned effective the first of the year.

★ ★ ★

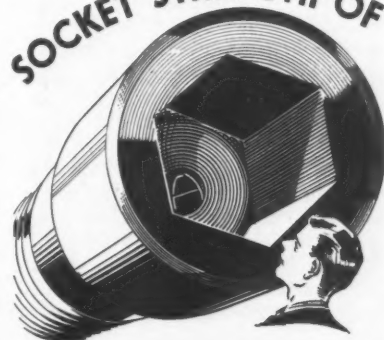
HOLDERS OF capital stock of the Southern New England Telephone Company have received a dividend of \$1.50 per share for the fourth quarter of 1945, the company has announced.

★ ★ ★

HAROLD J. RITTER has been elected president and treasurer and a member of the Board of Directors of the Norma-Hoffmann Bearing Corporation, upon the resignation of Odibert P. Wilson in December.

Mr. Wilson was president of the company for six years and has been

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**SOCKET HEAD
CAP SCREWS**

Note the true, sharp outlines of socket walls,—so accurately shaped that the hexagon key bears evenly and equally on all surfaces. So the key snugly "bottoms" in the hole; no rocking, no wrench-play.

Could you see through into the metal structure you would find that the steel-fibres conform to the shape of the head. Formerly and by other processes, the steel-fibres were cut under the head, weakening the socket-head at the very focus of torsional and right-angle strain.

Could you see microscopically, you would also perceive that the ends of the steel-fibres turn in toward the socket. These butt-ends impose still more resistance to key pressure.

Add to these features for powerful set-ups the **HOLDING-POWER** of precision *pressur-formd* threads, accurate to a high Class 3 fit... Then call your local Allen Distributor who has the *only* line of socket screws that incorporates all these strong-points.

THE ALLEN MFG. COMPANY
HARTFORD, CONNECTICUT, U. S. A.

connected with the firm for 32 years. Mr. Ritter was formerly vice-president of the company.

Hubert L. Williams, vice-president in charge of plant operation, has also resigned and has been temporarily replaced by Percy Butchard, director of Hoffmann, Ltd., of England.

★ ★ ★

THE HARTFORD CHAMBER of Commerce recently sponsored a meeting of members of the New England Association of Commercial Executives at the Hotel Bond in Hartford.

The meeting was devoted to the discussion of community post-war economic, commercial and industrial problems and their solutions.

★ ★ ★

PETROLEUM HEAT and Power Company of Stamford recently announced the appointment of Kenneth G. McCart as president of the company and its subsidiaries, succeeding William C. McTarnahan who has become chairman of the board of directors.

Mr. McTarnahan was one of the original founders of the company at the beginning of the century, and

served as president for more than 20 years.

Mr. McCart has been associated with the firm since 1932 and has served the company as assistant treasurer, treasurer, vice-president and a director.

Former Assistant Treasurer, James D. Burnes, was appointed treasurer and elected a member of the board of directors. William A. Bulger was elevated from chief engineer to vice-president in charge of manufacturing.

★ ★ ★

THE STATE DEVELOPMENT COMMISSION revealed recently that over 700 Connecticut manufacturers have requested listings in export directories of Connecticut products. The directories are being published by the international division of the commission.

★ ★ ★

ROWLAND HAZARD, for four years executive vice-president of the Bristol Company in Waterbury, died recently at the Waterbury Hospital.

Mr. Hazard had been chairman of the recorder controller division of the Scientific Apparatus Makers of Amer-

ica, and a director of Allied Chemical and Dye Corporation and the Inter-Lake Steel Company.

★ ★ ★

PROFITS OF M. H. RHODES, Hartford, will henceforth be shared by the employees of the company, according to a recent announcement by the company's president, M. H. Rhodes.

The company, manufacturers of "timer instruments," expects to be in full peace-time production in February and will launch into full-scale production of a new and improved parking meter.

★ ★ ★

PERCY L. BODEN, President of the Mohawk Manufacturing Company, died at his home January 3.

Mr. Boden was well-known for many years in manufacturing circles of Middlesex County. He was a member of the Middlesex County Manufacturers Association, the Middletown Rotary Club, and Portland Lodge, IOOF.

The funeral services were held at 3:00 p. m. Saturday, January 5, with Rev. Woolsey Couch, rector of Christ Church, Middle Haddam, officiating.



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A Safety Dividend

By FRANK LOUGHLIN, *Safety Engineer*, Landers, Frary & Clark, New Britain

PROPERLY used, a safety program in any factory can be a source of direct savings in cash, to say nothing of the savings of intangible and hidden costs that occur with every accident.

At the present time, it is the general policy of most factories to charge the foremen with the responsibility of promoting safety within his domain and to see to it that not too many accidents occur.

Yet the foreman is primarily in existence in a factory for the purpose of production, and the many problems of production take him in and out of his department many times each day. It naturally follows that problems of safety are sometimes sublimated to production, only to be served in odd moments of his busy day—if at all.

That the requirements of safety and its promulgation may best be served, the ideal safe working conditions require individuals in and among the machines and operations in each room at all times. These individuals must know safety, its promotion, and how to enforce it.

Such a man is the average set-up man—the die-setter—who can be made to fit nicely into any factory's safety picture. Properly trained, and with a little guidance, he can be made a highly valuable assistant to the foreman in promoting safety.

Consider the set-up man for a moment: his mentality is usually higher than the average worker, and in many cases he is an embryo foreman. The very nature of his work requires that he have a fairly full knowledge of every machine on which he does set-up work so he can make proper adjustments and be able to properly select machines to do work within their capability. After a job is set-up

and the machine committed to production, he must frequently check its products to be certain that they maintain the desired accurate results. In short, he is on the job all day long.

By taking this particular employee and giving him the basic idea of safety and its promotion, coupled with a little training on how to sell safety to other employees, a large dividend can be expected from a small investment. When a machine has been set-up, and an operator has been assigned to run it, who is better fitted to tell the operator of the possible accident points than the man who put it together? And what better time is there to instruct and reinstruct an operator on safety than at the start of a new job? As the set-up man usually stands by to watch the "run in" of the job, he then becomes the best means of injecting safety into an operator's mind.

In one Connecticut plant where this idea of using the set-up man for safety promotion was used, very satisfactory results occurred. The set-up man, knowing that he was backed by his foreman, quickly learned to insist on all operators' working safely. The added responsibility seemed to have touched a hidden spring, for several of the set-up men brought fourth excellent safety ideas and suggestions.

The foremen, too, were delighted with the idea of using set-up men to assist them in their safety work. It gave them an assurance that their safety problems were being constantly worked upon and that management's desire for safety for its workers was constantly being served, without added cost and time. With a rapid decline in accident frequency rate it was self-apparent that training set-up men in safety was a small investment that gave a large dividend.

A RECENT SURVEY, conducted by the Manufacturers Association in the Bridgeport area, revealed that in 49 days, the number of employees in 30 plants had increased by 1,710.

In its announcement, the association pointed out that these figures are an indication of the ratio of employee gain being made in more than 400 in-

dustrial plants in the area.

The report also showed that the average work-week of the plants surveyed was 43.5 hours.

★ ★ ★

THE ROCKBESTOS PRODUCTS Corporation of New Haven, makers of heat and flame resisting insulated

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WATER TUBE
FIRE TUBE

WELDED
OR
RIVETED



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BIGELOW COMPANY
NEW HAVEN 3, CONN.

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Shop Stools
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- Chairs & Desks

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wires, cables and cords, has announced the return of Richard G. Newton as sales representative in the New England territory.

Mr. Newton completed three years active service with the U. S. Coast Guard.

★ ★ ★

IRA MOSHER, chairman of the National Association of Manufacturers, has pointed out that the traditional policy of American industry has been to base wages upon ability to pay as measured by productivity, and condemned President Truman's statement that "wages are paid out of earnings" and that fact-finding boards should have the legal right to examine books of employers.

Mr. Mosher held that the president's formula, if adopted as the national wage policy, would be contrary to public interest because:

"1. The benefits of increased industrial efficiency would not be passed on to the public in the form of lower prices, as they have been in the past.

"2. It would hurt labor, because under this formula wage rates would be reduced when earnings decline.

"3. It would undermine our system of political and economic freedom, because competition would be eliminated and there would cease to be that constant creation and growth of new and small enterprises which is essential to the progress and the provision of jobs for all who want to work."

★ ★ ★

DR. LEO WOLMAN, Professor of Economics at Columbia University,

recently predicted "government control of all private business . . . if exclusive functions of management are admitted as future collective bargaining issues."

The professor said that sales prices, margins of profit and distribution of profits are "primary and inalienable concerns of management alone," and warned that if labor demanded that these factors be made a basis for discussions of wage increases, "we're not going to have any bargaining at all."

★ ★ ★

THE YALE & TOWNE Manufacturing Company of Stamford, through its general manager, William R. Hoyt, has announced the appointment of Weldon P. Monson as resident industrial relations attorney for the company.

Mr. Monson, who has been engaged in the field of labor and labor relations for 10 years, will be responsible for all labor agreements negotiated for the Stamford Division of Yale and Towne, and will act as an advisor to the general manager and his staff on labor law and labor relations activities.

Mr. Monson has ended his association with the law firm of Davies, Auerbach, Cornell and Hardy of New York, to join the Yale and Towne firm.

★ ★ ★

ELEVEN VETERAN EMPLOYEES of R. Wallace Manufacturing Company, Wallingford, recently were presented with gold diamond-studded service pins in recognition of their having served the firm for fifty years.

The presentations were made by W. W. Rich, president of the company, at a dinner at the Waverly Inn in Cheshire.

Over 200 veterans of twenty-five years, some of whom have now retired, also received service pins.



AMONG THE 246 EMPLOYEES with long service records honored by Wallace Silversmiths of Wallingford, Connecticut, at a dinner given for them recently at Waverly Inn, Cheshire, were, left, front, Louis Page, who had been with the Company for sixty-four years until he retired in 1941, and, right, front, W. L. Ingraham, who is still actively employed after fifty-six years with the Company. Standing, left, is W. W. Rich, president of the Company, and, right, Floyd Wallace, chairman of the board.

★ ★ ★

"AROUND RAYBESTOS," a colorful 66-page booklet designed as a manual for employees and a "bible" for foremen, has been issued by the Raybestos Division of Raybestos-Manhattan, Inc., of Bridgeport.

The booklet recounts the "story of Raybestos," lists employees' rules of conduct, special employee activities, general information and contains a

Nothing Takes the Place of EXPERIENCE

Over One Hundred Satisfied Clients In New England Since 1931

The **WORDEN COMPANY**

MANAGEMENT ENGINEERS

STATLER BUILDING

BOSTON, MASSACHUSETTS

References on request

personal message from General Manager Robert B. Davis which states in part "I hope that you will find Raybestos a human institution and that you will remain with us for many years."

★ ★ ★

HOWARD DONAHUE, sales and advertising manager of the Abbott Ball Company, Hartford, has announced his resignation to become associated with the Gulf Publishing Company, Houston, Texas, as circulation manager. In his new connection, Mr. Donahue will supervise direct mail promotion of the four Gulf publications: the Oil Weekly, Petroleum Refiner, Composite Catalog of Oil Field and Pipe Line Equipment, and the Refinery Catalog.

During his 15 years with the Abbott Ball Company, Mr. Donahue attained national recognition as a writer of effective sales letters. In 1944 he was awarded the Dartnell Gold Medal for one of the twenty best letters of the year selected from over four thousand entries. In 1943 and 1944 Mr. Donahue conducted the class in Business English in the evening division of Hillyer Junior College.

Mr. Donahue has been actively interested in several technical and professional organizations. He is a past president of the Hartford Branch of the American Electro-Platers' Society, a director of the New England Chapter of the National Industrial Advertisers' Association, and a member of the National Federation of Sales Executives, and of the Hartford Sales Managers' Club. He has given the lectures on sales letters in the "Introduction to Selling" course sponsored by the latter organization for returning war veterans. Mr. Donahue was also active in the Man Marketing Clinic sponsored by the Hartford Times a few years ago.

★ ★ ★

A BLISTERING attack on OPA policies by Senator Taft of Ohio and a strong defense of that agency by OPA Administrator Bowles stood out as bold strokes at the 50th annual meeting of the National Association of Manufacturers held in New York during the early part of December.

Senator Taft told the meeting, called the Golden Anniversary Congress of American Industry, that the policies of OPA were hypocritical and in utter disregard of the original in-

POSTWAR IS NOW

*Are You Ready for the Keen
Competition Ahead?*

NOW, when you are utilizing every available facility for all out conversion to civilian production, it is not easy to find time to reestablish vital management controls necessary to maintain prewar profits.

Yet, if you are to be ready when civilian competition really begins, you must prepare now.

Many manufacturers are doing just that today by modernizing their management controls—Wage Incentives, Job Evaluation, Production and Planning, Cost Systems, Foremen's Bonus, improved Manufacturing Methods, etc.—with the help of Plocar Engineers.

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tent of the Price Control Act. He demanded that those policies be changed, or lacking change, the entire agency be abolished.

Administrator Bowles, after calling attention to the inflationary tendencies evident in the nation's economy today, said the recommendation of NAM leaders that price control be dropped on Feb. 15 was "reckless in the extreme."

Ira Mosher, retiring NAM president, voiced the hope management would support President Truman's plans for "fact finding" procedures to prevent strikes, while Secretary of Commerce Wallace called for backing of Truman's policies to control both inflation and deflation.

Robert R. Wason, newly elected president of the association, expressed the readiness of that organization to help the workers secure "genuine security that should begin at once with a good job at fair pay." He said "social security that begins at 65 and returns less than a man's subsistence in his old age is a delusion to all who work."

★ ★ ★

A 30 PER CENT wage increase with "no corresponding price relief" would bring "immediate shutdown" of many plants in Bridgeport. A majority of 50 "top-ranking" industrial executives of that city was represented as supporting that view in a report recently made public by the Bridgeport Chamber of Commerce.

The report was submitted by a private firm of management engineers, Thompson and Lichtner of Boston, which the Chamber engaged, in the words of its president, "to make an unbiased survey of industrial executive opinion in regard to OPA price policies as they affect the community."

Thirty-four, or 68 per cent of the executives questioned during the survey, the report said, asserted the 30 per cent wage increase with no price relief would reduce employment in their plants 100 per cent. Fourteen executives, or 28 per cent, said their force would be sliced by 50 to 90 per cent.

★ ★ ★

A GROUP of newspapermen who recently toured industrial New England at the invitation of the National Association of Manufacturers were told in New Haven by Thomas I. S. Boak, works manager of Winchester Repeat-

ing Arms Company, that increased cost coupled with prewar price levels would "promote stagnation and delay the country's return to prosperity indefinitely."

Boak, who is also chairman of the Connecticut Committee for Economic Development, said "if earnings are so restricted as to eliminate payments to stockholders, at the same time being used to pay wartime wages (48 to 52 hours pay for 40 hours work) venture capital will disappear from the market."

The New Haven executive declared that although the physical job of reconversion had been completed in most Connecticut plants there were three main reasons why some firms were still "struggling to obtain complete reconversion." He listed these reasons as follows:

A declination of thousands of workers to accept employment for "peacetime" pay; what he termed the failure of OPA to realize how much manufacturing costs had risen since 1941-42; and "a new economic policy seemingly in process of formulation by the administration" which "insists it is possible to increase costs, yet decrease prices."

★ ★ ★

IRA MOSHER, now board chairman of the National Association of Manufacturers, recently claimed the public's confidence in government is being badly shaken by "statistical folderol" put out under government auspices to support current CIO demands for wage increases.

Two documents—"Facts Relating to Wage-Price Policy" and a "confidential" document labeled "Domestic Economic Development," prepared by the Department of Commerce, drew Mosher's fire.

"The general assumption of both is that industry can pay liberal wage increases, from 10 to 25 per cent, without raising wages," he said, adding "the government economists who conjured up these startling formulas made liberal use of conjectural phrases about probable sales, assumptions, hopes, expectations—in fact everything a statistical document should not be."

★ ★ ★

A. WILLIAM HAYDON, former president of Haydon Manufacturing Company of Forestville and Torrington, opened the recently incorporated

A. Haydon Company on Jan. 1 on the site of the former Standard Brands plant, South Main St., Waterbury. Mrs. Haydon will be associated with her husband in the venture.

★ ★ ★

H. M. HORNER, president of United Aircraft Corporation, has told the organization's 15,000 employees in a personal letter, "We are beginning to see daylight through the clouds." He explained that while all postwar problems had not been solved, the immediate future of the firm's four divisions was beginning to take shape.

As in other parts of the aviation industry, war contracts held by United were cancelled Aug. 14, with the end of the Pacific war. Mr. Horner said employment dropped from 68,000 to 15,000 (which is substantially higher than prewar levels) and is expected to increase during 1946.

★ ★ ★

THE FORMER U. S. Rubber Works buildings on Park St., Bartholomew Ave., and Pope Park Highway, comprising about half a million square feet of manufacturing and warehouse space in 10 buildings, has passed into the control of three Hartford corporations in a \$250,000 real estate transaction.

The large industrial buildings, which experienced a burst of activity during the war, after many years of idleness, were sold by the U. S. Rubber Company to Prospect Realty Company, Inc., Manufacturers Realty Company, Inc., and United Realty Company, Inc.

Atty. Benjamin Rabinovitz, who represented the buyers in the deal, is president and Nathan L. Gurian is treasurer of Prospect Realty Company which took title to the six buildings west of Bartholomew Ave. Gabriel Levine, president of the Aetna Oil Burner Company and president of Han-Dee Spring and Manufacturing Company, Inc., both located at 2074 Park St. in the former Jacobs Manufacturing plant acquired some years ago, heads the Manufacturers Realty Company, which took over the main five-story reinforced concrete buildings. The remainder of the factory buildings, three plants east of the main structure, were acquired by United Realty of which Harry Wolpoe is treasurer.

Richard F. Jones, Jr., realtor, negotiated the sale of the properties by U. S. Rubber Works.

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AN EMPLOYEES' profit-sharing bonus amounting to \$165,000 for successful operations during 1945 has been voted by the board of directors of Pitney-Bowes, Inc., of Stamford, makers of postage meters and mailing machines.

To 1,150 workers at the Stamford factory and home office, to 476 branch offices across the country, and to 380 employees on leave with the armed forces, the company on Dec. 11 sent checks ranging from 2 1/3 per cent of a year's base wage or salary up to a maximum of 7 per cent of base wage or salary. Seniority of service determined the amount.

★ ★ ★

J. J. CALLAHAN, former manager of the sales research and development section, has been appointed manager, promotion division, of Remington Arms Company, Bridgeport, according to announcement by R. H. Coleman, assistant director of sales in charge of field sales activities, advertising and promotion. The appointment came as the result of recent sales organization changes made in the company's postwar sales program. He will be succeeded in his former post by his assistant, Frank A. McGregor.

Mr. Callahan's new duties entail supervision over the activities of the sales research and development section; the rifle promotion section, with the veteran Frank J. Kahrs as manager; law enforcement officers section, with R. H. Simons as manager; trade analysis section, with R. B. Dillman as manager, and trap and skeet section, with W. H. Foster, Jr., as manager.

★ ★ ★

FRANK H. FRISSELL, 74, textile manufacturer and banker of Middletown, died recently after an illness of more than a month. He was owner of the Frissell Fabric Company, president of Frismar, Inc., and had been president of the Farmers and Mechanics Savings Bank since 1943.

After graduating from Philadelphia Textile School, he entered the employ of the Russell Manufacturing Company of Middletown where he remained until he founded his own company in 1919.

He leaves his wife, Mrs. Edith (Allison) Frissell; three sons, Ralph A., Frank H., Jr., and Thomas W. Frissell; one grandchild and two great grandchildren, all of this city; a sister,

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He is also secretary and office manager, in addition to his new duties. Ernest J. Meuten, assistant secretary of the company, now becomes assistant treasurer, also. Edward S. Morehouse, assistant treasurer, retains that position along with Mr. Meuten.

★ ★ ★

THE QUARTER Century Club of Bridgeport Brass Company recently observed the fourth anniversary of its founding with a program in Bridgeport. Herman W. Steinkraus, company president and general manager, and founder of the club, was the guest speaker. Others who took part in the program were Walter R. Clark, vice-president in charge of engineering; Mead W. Batchelor, vice president in charge of production; Austin R. Zender, vice president in charge of sales; Roy Walls, office manager, and Harold B. Dow, director of public relations.

★ ★ ★

DANIEL LAVIERI of Winsted was recognized for his part in the war effort at the recent Golden Anniversary Congress of American Industry held in New York, which in reality was the 50th annual meeting of the National Association of Manufacturers.

Mr. Lavieri, after getting together some machines and closing some small contracts, set up a shop in a cowbarn on his brother John's farm in Barkhamsted, two and a half miles from Winsted. With John and John's two boys, all expert tool makers, he started the Sterling Engineering Company.

The quality of the work delighted the naval inspectors. Dies, jigs, gauges, etc., were accurate to one ten-thousandths of an inch. Beginning with five or six employees, the force soon expanded to 40.

Gradually the business became so complex that a third Lavieri brother, Prosper, resigned from Connecticut Light and Power Company to become office manager. The company continued to grow. It was Prosper who appeared at the New York meeting to show what determined men can do in the face of an emergency.

★ ★ ★

REORGANIZATION of Whitlock Manufacturing Company of West Hartford was voted recently at a meeting of stockholders. The meeting also approved establishment of a retirement plan for employees.

Effect of the reorganization plan

was to set up a method for paying off accumulations on the preferred stock, amounting to \$16.25. The plan now places the common in a position to receive dividend in the event earnings and cash requirements of the company permit such action.

★ ★ ★

PLANS OF the W. and J. Sloane Company of New York to build a furniture plant on Route 7, at the Norwalk-Wilton line, disclose that the furniture factory will employ 500 employees who will draw between \$30,000 and \$35,000 a week in wages. Building of the proposed plant is dependent upon modification of local zoning regulations to permit light manufacturing. The structure would be a one-story manufacturing building with a two-story administration wing.

Norwalk was chosen as the location of the Sloane plant after months of intensive surveys of possible sites in Connecticut, upper New York State, Long Island and New Jersey. Among the most important reasons given for the decision to settle in Norwalk were the availability of skilled craftsmen, the nearness to eastern metropolitan centers, and the high character of the neighborhood.

★ ★ ★

ANNOUNCEMENT HAS BEEN MADE of the formation of a Labor-Management Center at Yale University under the direction of E. Wight Bakke, Sterling Professor of Economics which is scheduled to start in March. Two associate directors will be responsible for supervision of particular aspects of the research and teaching programs. Five other professors whose primary appointments are presently in other departments or schools of the University will be associated with them in the formation and execution of projects of the Center.

For some years Yale has been developing a program of research in industrial relations and trade unionism in the Institute of Human Relations, courses in labor and in personnel problems in the department of economics, and vocational training for trade union leaders, management and public servants. The university now proposes to unify and amplify this program by the establishment of the Center which will carry out four major functions:

Teaching, Research, Community Service and Library.

Of these, teaching will be based on a mutual development by instructor and student of an understanding of the basic principles of human relations, of the economics of collective bargaining, of labor law, of social and political activity, and of the structure and functions of the social economy.

In scientific research, the Center will attempt to increase knowledge of the basic principles of human relationship and understanding, of the structure of and forces operating in the labor market, through the empirical method.

The aim of community service activities is mainly to keep the research and teaching staff closely in touch with the realities of contemporary affairs in the community.

Finally, it is felt that a separate collection of contemporary and historical literature on the subject of management-labor issues will be necessary. A library will be developed for this purpose.

The aim will be to attract executives in management and unions whose policy and decisions are major factors in determining solutions to industrial relations problems. Courses will be one-term affairs, evening sessions only, and so arranged that they will not interfere with the regular duties of those attending.

Printing Training Streamlined

(Continued from page 9)

layout and art departments, and for supervisory jobs.

"The committee was extremely conscious of its responsibilities to the boys to be selected because it realized that unless these opportunities were made available and the boys' ambitions were to be realized the whole program would fall flat. Consequently it was decided not to admit any more candidates to the school course than the number the industry could absorb and that when the boys had completed the course and gone into the shop every opportunity would be offered them for advanced training and promotion.

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"As the vocational counselors, or guidance teachers, in the high schools were the people who, we hoped, would help us procure the type of boy we wished, an introductory meeting was held at the Hartford Trade School, Wednesday, Nov. 14. A buffet supper was served and was generously attended by counselors from the various schools in metropolitan Hartford and the program was enthusiastically received.

"At that meeting an attempt was made to dramatize the necessity for fine craftsmanship and the high degree of responsibility which the industry required in order to convince the counselors that our trade is worthy of the high type boy we were asking for.

William H. Bulkeley of The Kellogg & Bulkeley Co. presided. After a brief explanation of the proposed new plan by Bert C. Gable, Jr., of The Case, Lockwood & Brainard Co., William R. Greenough of Taylor & Greenough Co. gave a very illuminating talk on the problems of the printing salesman. Mr. Greenough discussed a catalogue that he had worked on from its inception and went into some detail as to the talk on markets, budgets, competitors' products, etc., that he had had with his customers. The talk accomplished its purposes as everyone present seemed to be quite surprised at the knowledge and background that a successful printing salesman must have. Van Courtright Walton, of Case, Lockwood & Brainard, speaking as a craftsman, gave a very interesting and graphic demonstration on the fundamentals of the craft itself and explained that the nature of the trade required boys well versed in arithmetic, English and science. Mr. Bulkeley then spoke for the executive in printing and portrayed the responsibility that management has to its employees, custom-

ers and stockholders. Richard W. Howes from the State Department of Education, who is acting director of the Trade School, went into some detail on the task that the Trade School was trying to do for industry in general and the printing group in particular. Lawrence W. Wheelock, Director of Vocational Education for Hartford, discussed the application of aptitude tests for the proper selection of candidates for the course. His plan was to conduct this on a most scientific basis, admittedly now in the experimental stage, and the results of his efforts should prove to be very interesting.

"While the course is not yet in full bloom, three veterans are already enrolled and experience to date shows that they are progressing in fine shape and maintaining a high degree of enthusiasm.

"The Hartford Trade School still has its regular school boys in their printing course. The veterans and high school graduates, however, are being handled separately. The Trade School will give preference to veterans for training, and we believe that as soon as there are enough applications from veterans and boys with a high school diploma or its approximate equivalent these boys will be accepted in preference to boys with less educational background."

Training Committees

The Training Committee (the overall planning committee) has seven members: Frederick M. Taylor, Taylor & Greenough Co.; C. Watson Cheney, The Watson Cheney Photo-Engraving Co.; John W. Holt, Rourke-Eno Paper Co.; William H. Bulkeley, Kellogg & Bulkeley Co.; Hugh Brown, Wild & Stevens, Inc.; Mrs. Marian G. Crosier, Acting Secretary of the Advertising & Printing Crafts Trade Board; and Bert C. Gable,

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The Technical Committee is composed of Albert Lepper, Albert Lepper Printing Co.; Herman Davidson, Pyne-Davidson Co., and Bert C. Gable, Jr.

The Interviewing Committee includes Mrs. Carol Weber, Fox Press, Inc.; Kenneth W. Finlay, Finlay Brothers, Inc.; Bert C. Gable, Jr.; Ellis Rowley, Ellis Rowley Co.; and Mrs. Marian G. Crozier.

Education The Connecticut Way

(Continued from page 7)

with the feeling that people in supervision and management should be as fully trained as engineers.

The College schedule includes provision for the development of a rather full program of general studies. One of the twelve cooperating companies said that they are convinced that the greatest service the College can make to employed people is to provide them with an opportunity for greater understanding and appreciation of the world in which they live.

The developments just described have as their purpose the building of programs to serve the educational needs of New Haven, not now being served by the trade schools, the secretarial schools, and the public schools—programs intended for men and women employed part or full time. As the staff expands, the College will be able to expand its activities. Having started, naturally, with those companies with which we had the closest association in the past, we hope, within the next few months, to enlarge considerably the number of cooperating companies so that our developments may truly represent southern Connecticut. In our developments, we are attempting to build for opportunity and benefits—to individual and to company—that can come only through cooperation with others. This is the Connecticut way.

PHOTOGRAPHS in this issue requiring credit, were gathered from the following sources: Cover, A. C. Crownfield, Wethersfield; pages 6 and 7, L. V. Emery, New Haven; pages 10 and 11, New Departure photos.

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N-D Harvest Festival

(Continued from page 11)

ger and better Victory Gardens in 1945, the employees looked forward to the Harvest Festival which was planned for the early fall. The Festival was designed to reward the "farmers'" efforts at harvest time, but at the same time to give the workers a goal at which to aim in the long hours of patient care which a garden demands. The result was better gardens, better quality produce, more preserving of surplus crops, and a whole-hearted cooperation in making the program a success. The Harvest Festival is more than just another employee service; it is a means of individual



THE COMMUNITY turns out to visit the Harvest Festival

recognition. Through publicizing it early in the year, the idea of giving the employees acknowledgment for their work well done, was effective in promoting a spirit of friendly competition. It was an enthusiastic gardening season.

Time For New Products

(Continued from page 8)

artist and expect him to replace an industrial designer. The artist cannot be a stylist, technician, inventor, merchandiser, superman and magician. Nor can Joe, the engineer, look at the artist's drawing and know how to manufacture the new product. That's not Joe's job—that's the job for an industrial designer.

The designer knows how to create and show manufacturers how to put

a product on the assembly line. At least he should know how. He specializes in new products from old. And most important, he uses every trick to make it cheaper for the manufacturer to produce and at the same time, give him a more efficient and better-looking product.

There is on the market today one product, developed before the war, that illustrates better than words what will happen to the seller's market today. I mean nylon stockings. During the war, these luxuries sold at \$15 a pair. Today, nylons are back at the two-dollar level. Whether western or eastern manufacturers jump the gun, the same will be true shortly of radios, bathroom fixtures, cars, pianos, furniture and everything else. Eastern manufacturers should get ready for that time by calling in the necessary talent and technical ability of an industrial designer today to create for him the products of tomorrow.

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TRANSPORTATION

By N. W. FORD

Executive Vice-President

COMMISSION FILES OPINION ON WAGE-HOUR PROVISIONS:

—A brief has been filed by the Interstate Commerce Commission in the U. S. Supreme Court, which argues strongly that it is enough, in order to bring a motor carrier employee within the ICC jurisdiction over qualifications and hours of service, that he "perform some work substantially affecting safety of operations." The coverage of numerous trucking employees by the wage and hour provisions of the Federal Fair Labor Standards Act hinges upon whether the court adopts the Commission's opinion.

Numerous suits for overtime have developed as a result of conflicts over actual duties to which the exemption applies and the extent to which those duties must affect safety, although the act provides that employees with respect to whom the ICC has power to establish qualifications and maximum hours of service shall not be covered.

★ ★ ★

NEED FOR CONTINUING WAR RISK INSURANCE:

— Judging from the experience following the conclusion of World War I, it would appear that it would be desirable to continue war risk insurance on shipments moving by water for an additional two or three years. Ships known to have been sunk by contact with mines in the year 1919 numbered 75. There were 23 such ships sunk in 1920; 15 in 1921; and 8 in 1922. The number of missing ships reported during these same postwar years was 87, 53, 21, and 71, respectively, which is far beyond any reasonable expectation of the occasional mysterious disappearance of vessels that occurs in normal times. Consequently, it is assumed that the great majority of the ships which disappeared was attributable to contact with mines.

BARNARD ELECTED ICC CHAIRMAN:

—The election of Commissioner George M. Barnard as its Chairman for 1946 was announced by the Interstate Commerce Commission. Commissioner Barnard, who is from Indiana, was nominated by President Roosevelt on May 31, 1944, to be a member of the ICC to complete the unexpired term of the late Joseph B. Eastman, which will end on December 31, 1950.

Commissioner J. Monroe Johnson, who is also Director of the Office of Defense Transportation, would have succeeded to the office next year under the Commission's system of rotating the Chairmanship yearly. However, he felt that his ODT duties made it impossible for him to take on the additional work.

★ ★ ★

A SAD COMMENTARY:

—On December 21, 1945, the U. S. District Court for the Northern District of New York issued a temporary injunction restraining the Interstate Commerce Commission from enforcing compliance with its orders in Dockets No. 28300 and No. 28310. These proceedings were originally instituted by

the Commission on its own motion in 1939 and encompassed a broad investigation of the class rate structure in the territory east of the Rocky Mountains and the classification ratings in effect generally throughout the country. The original action taken by the Commission in instituting the investigations was the result of political pressure from the Southern bloc in Congress which threatened the enactment of legislation to provide a uniform level of freight rates throughout the country. The political angle has continued to be the dominating factor throughout these proceedings which have now consumed nearly six years. This is a sad commentary to make in connection with a governmental bureau which for many years deservedly enjoyed the reputation of being the most honest, able, and industrious of any governmental agency. There can be little doubt but that the decision in question was dictated largely by political expediency. Even though the general caliber of those now serving on the Interstate Commerce Commission does not compare favorably with the standard of those men who established such an enviable record, there are at least some of the present incumbents who it is hard to believe acted in good faith in concurring in these decisions. We certainly need another Joe Eastman to guide the destinies of this important body.

★ ★ ★

RAILROAD PLAN FOR POOLING OF LCL FREIGHT:

—In conjunction with the merchandise traffic survey now being conducted by a committee appointed by the Association of American Railroads, it is understood that that organization has sent

(Continued on page 34)

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FEDERAL LEGISLATION

C. L. EYANSON
Secretary

The President thought he went to bat in his January fireside chat and report to the Congress, but the CIO and AFL are still calling the strikes.

★ ★ ★

The issues in the present Congress were fairly well covered in our Congressional Record and Federal Register Digest No. 12 of November 1, and more specifically, following President Truman's report, through Digest Bulletin No. 14, as individual items are being currently covered by Connecticut's Observer and our special circulars. We have not gone into detail in connection with the Wagner bill, S. 1606, and its companion, the Dingell bill, H. R. 4730, which provides a national compulsory health and medical benefit program. Perhaps such legislation is inevitable. Certainly, the country cannot stand its added burden now. These proposals contemplate cancellation of premiums on the first \$3,600 of each person's yearly earnings. The President has stated that an amount equal to 4% of such earnings would be needed to carry out the program. Any deficits incurred because of lack of insufficient premiums would be taken from the United States Treasury's general funds. The plan further contemplates Federal financial aid to the states and municipalities for the purpose of building new hospitals and health facilities and modernizing existing facilities; larger grants of Federal funds for maternal and child care and for the Public Health Service; Federal grants for non-profit private institutions and public institutions for the promotion of medical education and research; payment of benefits to those experiencing long-term illness or disability, and the development of sick benefits.

Connecticut industrialists have a deep interest in the national health legislative program, not only from the

standpoint of their own industries, but from the standpoint of the many hospitals throughout the state with which they, as individuals, are connected in an advisory or directorship capacity.

★ ★ ★

We used to know an old blacksmith in our native state of Washington who was as outspoken as he was brawny. He used to refer to undependable persons or scatter brains as "noodles" * * *. When we first came to New England a good many years ago, we were impressed with the custom of pie for breakfast. Neither of these observations has anything to do with the fact that the Congressional Club, an organization composed of the wives of Congressmen, has issued its new cook book. Mrs. Kopplemann, wife of Herman Kopplemann, Congressman from the First District, gives her recipe of noodle ring, and Mrs. Chase Going Woodhouse, Congresswoman from the Second District, gives her recipe for onion pie.

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For over twenty years, with few annual exceptions, the Association has been host to members of the Connecticut delegation. Pending legislation is discussed at such meetings, and the Senators and Representatives are given the viewpoint of Connecticut industry. The most recent gathering was held in Hartford on January 10 which followed shortly after the President's so-called fireside chat via radio and preceded the reconvening of Congress on January 14. It is difficult to say whether or not the ideas of any member of this delegation were changed. There can be no doubt that they left the gathering with a clear understanding of what Connecticut industrial management believes to be in the best interests of all of the people of this state.

Incidentally, the number of Con-

necticut industrialists who wrote to members of the delegation on pending legislation following the President's radio talk were unprecedented. Letters do help materially if you know what you are talking about. Really attempt to be constructive and do not write too often.

★ ★ ★

One of the really serious threats to a private industry is S. 882, introduced by Bankhead and Hill, both Democrats of Alabama. The bill establishes a national fertilizer policy providing for Federal and state cooperation for the restoration and maintenance of the nation's soil resources and provides that the Government may construct additional plant capacity.

The fertilizer industry, which, incidentally, is an important one in Connecticut, is rightly much concerned. It is difficult to understand how Congress could enact such inimical legislation in face of the great war and peacetime job which that industry has done and in face of the low costs at which it has offered its product to the user. Those industries not in the fertilizer business can well take note, for they may be next.

★ ★ ★

Watch our announcements, the announcements of the NAM, and of other organizations, for trademark and patent legislation during the present session of Congress. There is little doubt that this Administration, like its predecessor, has in mind the destruction of the patent system.

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We are with the Connecticut State Department of Health in its opposition to H. R. 525 introduced by Congresswoman Norton, Democrat of New Jersey—that dogooder who has had her name attached to more legislation than any other Congresswoman and most Congressmen in congressional history. The bill would throw all industrial health matters into the U. S. Department of Labor and through it, to the State Labor Departments. In Connecticut we have an exceptionally efficient Bureau of Industrial Hygiene in the State Department of Health. It has placed Connecticut industrial health in the vanguard of all the states. We don't want to see that organization upset.

(Continued on page 39)



QUERIES

By FREDRICK WATERHOUSE

Counsel

THE National Labor Relations Board has amended its rules and regulations with a view to speeding up the certification or determination of bargaining representatives in cases where it is felt that no very serious disagreement exists between the parties as to the terms and conduct of a proposed election.

Under the former rules, the regional director held a hearing before an election took place, even when the disagreement between the parties was over a rather minor matter such as the inclusion of a very limited number of employees in a unit although it might be apparent that such inclusion or exclusion would hardly alter the result of the election. In such cases, the recommendation was forwarded to the board in Washington after the hearing was held but before an election, and the board in Washington determined whether the election should be held or other proceedings should be had. If the board in Washington determined that an election should be held, it was so arranged and the results were then forwarded and this disposed of the matter.

Under the amended rules, the regional director may hold an election after a preliminary investigation but without a hearing. The case is then transferred to the board in Washington and the parties are given seven days in which to file exceptions and a hearing may be held. If no objections are filed, the board proceeds to determine the matter and either certifies the union or dismisses the petition.

The chairman of the board has emphasized that the parties will still be privileged to present their views on all aspects of the proceedings at a public hearing if they so desire.

Where the question arises as to the inclusion or exclusion of employees from the bargaining unit, the positions of the parties are to be maintained

intact throughout the proceedings. Those employees whose statuses are in dispute regarding their inclusion or exclusion from the unit will be allowed to vote but their ballots are not to be opened and counted as to affect the outcome of the election until the board decides, after hearing, whether or not such employees should be included in the bargaining unit. Under this new procedure, the election already having been held, the board may certify the union as the bargaining agent, even though it rules in favor of exclusion of the employee with regard to the contested individuals, if it appears that the results of the election would not be affected even with such exclusions.

★ ★ ★

The growing tendency of including a binding arbitration provision in labor agreements as the final step in the grievance procedure is developing what might properly be compared to the development of the common law through judicial decisions and more particularly what is known as the "law merchant" dealing primarily with negotiable instruments. This latter group of laws developed through common practice among merchants over a period of years and was eventually incorporated in a uniform manner in the statutory laws of most states. This development of a set of standards for determining obligations or procedures to be followed under a given set of facts naturally develops in all instances wherein there is an agency dealing with problems of a similar nature. Most employers are aware of the recent development of this type of standards or precedents generally followed as developed by the National War Labor Board and the National Labor Relations Board.

Bearing in mind that a "common law of labor agreements" dealing with

their interpretation under similar circumstances is bound to develop, it is of great importance that the various clauses in labor agreements be worded in such a manner that ambiguity and the possibility of misunderstanding are reduced to a minimum. The unwary or inexperienced have often felt that the clauses agreed upon in bargaining must necessarily be construed to mean what the individual is thinking at the moment, without exploring possible ambiguity in, or failure to provide for, certain rather probable contingencies. Undoubtedly, it is impossible to anticipate all types of situations which might arise, but through past experience with contract clauses and situations which have arisen to cause disagreements of interpretation in other cases, much valuable advice can often be given to assist in clearly setting out the intent of the parties.

It is a natural tendency to consider haggling over words as supertechnical obstructions, particularly where both parties to the negotiation agree upon the interpretation of the specific clause. It must be remembered, however, that the clause is subject to interpretation by different individuals at a subsequent period and, where

(Continued on page 34)

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ACCOUNTING HINTS

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ABOUT two years ago the insatiable fever of governmental departments, bureaus, agencies, commissions and other functionaries for issuing questionnaires in a multitude of forms, sizes, content, number of copies, etc., reached its peak. At that time the regulation was put into effect requiring Budget Bureau approval before further demands of this nature could be made of harrassed industry. The number of forms discontinued or which became obsolete by reason of this supervision represents an inconceivable accumulation and conglomeration of forms.

If not as spectacular, individual concerns have nevertheless similarly accumulated a vast assortment of printed forms and reports. Many of these no longer serve any useful purpose and others are irregular in size, form, punching, etc. There is no supervision exercised over this matter and the condition has led to inefficiency and unnecessary expense. Accounting, as a tool of management, has often pointed the way to manufacturing ef-

ficiencies, but has overlooked some of its own shortcomings. This fact was recently realized by one company and steps were taken to correct it, which was accomplished by putting into effect a form control system. This system established physical control of all forms and reports, eliminated unsatisfactory ones, and controlled the quantities on hand or ordered. It was expanded to include office supplies and sales literature.

It is obvious that if each department or various individuals are permitted to design and order whatever forms or literature they may desire, no uniformity, control or consistent policy can be maintained. This may involve personal ideas and lack of practical knowledge regarding printing materials and practices.

The adoption of the form control system was inaugurated by executive approval evidenced by an open letter to all employees. All existing forms and office supplies were immediately placed under the control of a designated individual, and thereafter systematically issued on requisition. The original inventory or accumulation of forms gathered from all sources in this company was amazing and required extensive analysis and classification; likewise, the resulting revisions and curtailment. The company considers, after six months of operation, that the new system has already proved "worth its weight in gold," due to reduction in waste of clerical time, elimination of duplication, standardization and stock control.

The program does not stifle initiative; on the contrary suggestions for changes are freely submitted as they occur and are kept in a suitable tickler until such time as a reorder is required. A comprehensive chart of questions is applied to each suggestion. On the whole this program appears to be a forward-looking policy.

INADEQUATE ACCOUNTING ENTRIES: In the course of time occasions arise in the affairs of most business enterprises, large or small, when it becomes necessary to refer back to old journals or books of account for important and authentic information. Not infrequently such search fails of its purpose due to the inadequacy of the original entries, i. e. failure to support the entry with explanatory comment, analytical figures or references to source information or authority. At the time transactions occur the underlying facts are fully known to the responsible individuals and little thought is given to the recording thereof, but with the normal turnover in personnel—executive and clerical—the benefit of human memory in furnishing information is lost. Even if no changes occur, memory of man is woefully inadequate.

Another problem along the same general lines is that of composite entries. Such entries purport to have the virtue of brevity and compactness embracing a series of transactions pertaining to one subject, summarized to display the net result thereof. But this type of entry fails to show the sequence of action which may have an important legal effect. Inability to obtain provable information from past records has been a costly experience to some concerns. This has occurred in connection with Excess-Profits tax credits, tax relief claims under Section 722 of the Internal Revenue Code, and in renegotiation proceedings.

This plea for the better recording of entries arises from actual experiences in trying to fathom or interpret important entries in books of account. Mere debits and credits to various accounts are often meaningless without a full recital of the transaction, supported by essential figures and notations as to authorization.

★ ★ ★

"Shall We Have Job Costs or Standard Costs" will be the subject of discussion at the monthly meeting of Hartford Chapter, N. A. C. A. on February 19, 1946. The discussion will be led by Mr. Raymond Payne of The Arrow-Hart & Hegeman Electric Company vs. Mr. Francis L. Haskell of Associated Spring Corp.; Mr. Edward P. Gillane of Underwood Corp. will preside. The meeting is open to all industrial accountants and executives.

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BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

PRELIMINARY figures for November indicate that general business activity in Connecticut is beginning to emerge from the postwar decline it had been experiencing. At 16% above normal it now stands 3 percentage points above the low recorded in September and, were it not for the current wage-price impasse, business in this State seems about ready to embark on a postwar period of rising volume. The November employment index advanced for the second consecutive month to an estimated 9% above normal as many of the State's industrial centers reflected some increase in the number of persons employed. This gain was offset, however, by a 3-point decline in the index of manhours worked as strikes accounted for an appreciable loss in manhours during the month. The index of cotton mill activity improved fractionally, the construction index advanced nine percentage points bringing the net gain for the past five

months to 44 points, while the index of freight shipments increased 12.5 points to an estimated 25% above normal. The United States index of industrial activity rose to an estimated 18% above normal in November. The improved situation was attributed largely to the ending of work stoppages which directly or indirectly curtailed output of coal, steel and petroleum during October.

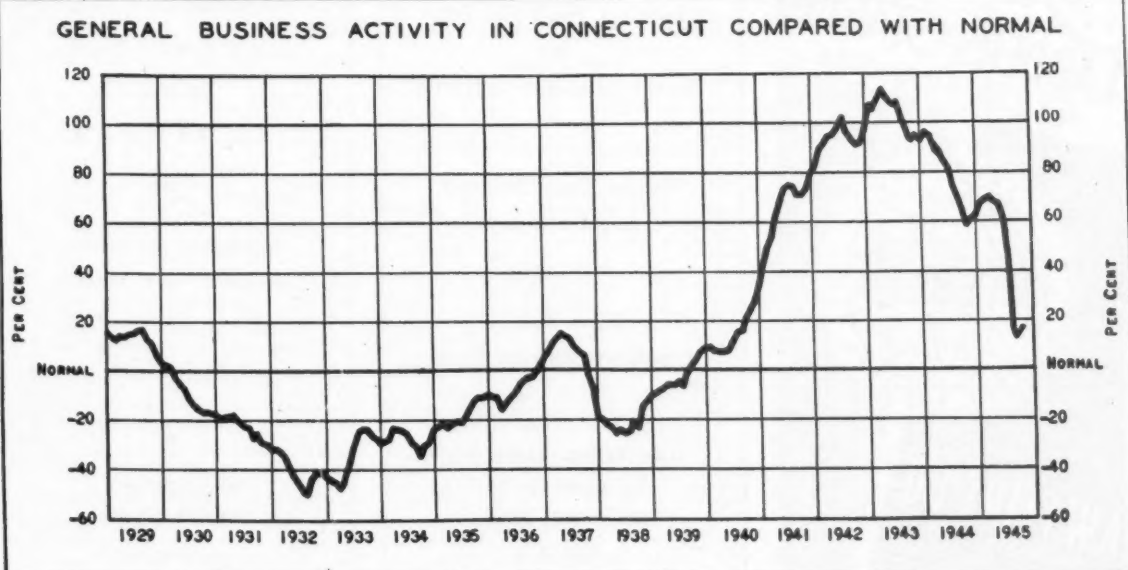
Wage-price problems continued to compete with the international scene and the Pearl Harbor investigation for front page headlines.

In demanding higher wages considerable reference is made to the increased cost of living. In this connection it is helpful to review the Consumers' Price Index compiled by the U. S. Department of Labor. For September, 1945, the cost of living as measured by this index was 128.9 per cent of the 1935-1939 average. The following table shows the cost of living level at various points:

Aug. 1939	
Month Before War in Europe	98.6
Jan. 1941	
"Little Steel" Base Date	100.8
May 1942	
Price Ceiling Regulations	116.0
May 1943	
"Hold the Line"	125.1
Aug. 1944	
Year Before VJ-Day	126.5
Aug. 1945	
End of War	129.3
Sept. 1945	
Latest Available Month	128.9

In establishing a basis that industry may use in seeking higher prices due to increased wage costs, the Economic Stabilization Administrator is now recognizing 33% as the increase in essential living costs since January, 1941. This figure was arrived at by using the approximate 30% rise recorded by the Labor Department and adding 3% to cover such factors as depreciation in quality and disappearance of low priced goods, which the index does not measure.

The Administration in Washington, in forming national policy on the current wage-price controversy, points out that the sudden conclusion of the war made more pronounced the forces of inflation which accompany a shortage in available goods. On the other hand it recognizes that forces such as decreased Government spending and the tremendous capacity of the country's industry to meet consumer demands might in the long run exert a pronounced deflationary influence. The national policy seems to be one of



holding inflation to a "controlled walk" so that the shock of price deflation, when it comes, will not snowball into a major depression. The current situation is being viewed in the light of what happened to the country's economy after World War I when a two-year period of recovery and uncontrolled price inflation were followed by the primary postwar depression of 1921.

A postwar problem of general interest is the national food situation.

In a recently published bulletin concerning this subject the U. S. Department of Agriculture states that, "this year's total food supply is now estimated to be slightly smaller than last year's. As a result, civilian per capita consumption this year will fall below the 1944 rate, although it will still be as much as 9 per cent above 1935-39." The outlook for 1946 is that, "total food available for civilians in that year will be considerably greater than in 1945."

to effect substantial savings and that these would be passed along in part to the shippers in the form of reduced less-than-carload rates.

Queries

(Continued from page 51)

there is a possibility of different construction by a third party, the wording should be revised to eliminate such possibility insofar as humanly possible.

With the development of interpretations by arbitrators and the practice of the parties to accept specific interpretations of well-defined clauses, it will be found mutually advantageous to use the wording of such clauses where they are acceptable and agreed upon with a view to eliminating many future grievances or misunderstandings and to have such previous interpretations for guidance when grievances arise. Of course, the entire contract must be viewed as an entity and the interrelation of the clauses must be always in the mind of the negotiator.

Although we all have a certain sensitivity to the accusation of being a quibbler over exact phraseology and the use of specific terms, insistence upon saying exactly what you mean in a manner which cannot be misunderstood will pay dividends.

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Transportation

(Continued from page 29)

to the committee, for such consideration as it may warrant, a proposal which originated prior to the war and which contemplates pooling of less-than-carload freight which would have the practical effect of taking over the business now handled by the freight forwarders. Under this plan, the shipper would lose the right to route less-than-carload shipments. The proposal also contemplates the cancellation of Classification Rule 10 and existing all-commodity rates.

On the other hand, it is assumed that by concentrating the freight between given points by one or two lines, the railroads would be in a position

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EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms		Balls		Brake Linings	
The Baker Goodyear Co	New Haven	The Abbott Ball Co (steel bearing and burnishing)	Hartford	Colt's Patent Fire Arms Mfg Co	Hartford
Accounting Machines		Barrels		The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport
Underwood Corporation	Hartford	The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)	Hartford	The Russell Mfg Co	Middletown
Adding Machines		Bath Tubs		Brake Service Parts	
Underwood Corporation	Hartford	The Abbott Ball Co (burnishing and tumbling)	Hartford	Eis Manufacturing Co	Middletown
Advertising Specialties		Bathroom Accessories		Brass and Bronze	
The H C Cook Co 32 Beaver St	Ansonia	The Autoyre Company	Oakville	The American Brass Co (sheet, wire rods, tubes)	Waterbury
Waterbury Companies Inc	Waterbury	The Charles Parker Co	Meriden	The Bristol Brass Corp (sheet, wire, rods)	Bristol
Aero Webbing Products		Bearings		The Miller Company (prophor bronze and brass in sheets, strips, rolls)	Meriden
Russell Mfg Co	Middletown	New Departure Div of General Motors (ball)	Bristol	Scovill Manufacturing Company	Waterbury 91
Air Compressors		Fafnir Bearing Co (ball)	New Britain	The Thinsheet Metals Co (sheets and rolls)	Waterbury
The Spencer Turbine Co	Hartford	Norma-Hoffmann Bearings Corp (ball and roller)	Stamford	Brass & Bronze Ingot Metal	
Aircraft		Bells		The Whipple and Choate Company	Bridgeport
Chance Vought Aircraft Division	United Aircraft Corporation (airplanes)	Bevin Brothers Mfg Co	East Hampton	Brass Goods	
Sikorsky Aircraft Division	United Aircraft Corporation (helicopters)	The Gork Bell Mfg Co	East Hampton	Scovill Manufacturing Company (To Order)	Waterbury 91
Aircraft Accessories		The N N Hill Brass Co	East Hampton	Waterbury Companies Inc (to order) (small sheet metal parts)	Waterbury
Chandler Evans Corp (aircraft carburetors, fuel pumps, water pumps & Protek plugs)	South Meriden	Belted		Brass Mill Products	
Warren McArthur Corp (Airplane Seating)	Rantam	Hartford Belting Co	Hartford	Bridgeport Brass Co	Bridgeport
Aircraft Electrical Testing Equipment		The Russell Belting Co	Middletown	Scovill Manufacturing Company	Waterbury 91
United Advertising Corp, Electrical Division	New Haven	The Thames Belting Co	Norwich	Brass Stencils-Interchangeable	
Aircraft-Repair & Overhaul		Benches		The Fletcher Terry Co	Box 415, Forestville
Airport Department Pratt & Whitney Aircraft Division		The Charles Parker Co (piano)	Meriden	Brick-Building	
Aircraft Tubes		Bent Tubing		The Donnelly Brick Co	New Britain
Rentschler Field East Hartford		American Tube Bending Co Inc	New Haven	Bricks-Fire	
United Airports Div United Aircraft Corp		Bicycle Coaster Brakes		Howard Company	New Haven
Rentschler Field East Hartford		New Departure Div General Motors Corp	Bristol	Broaching	
Aircraft Tubes		Bicycle Sundries		The Hartford Special Machinery Co	Hartford
American Tube Bending Co Inc	New Haven	New Departure Div General Motors Corp	Bristol	Brooms-Brushes	
Aluminum Castings		Binders Board		The Fuller Brush Co	Hartford
Newton-New Haven Co 688 Third Avenue	West Haven	Colonial Board Company	Manchester	Buckles	
Aluminum Forgings		Biological Products		The Hatheway Mfg Co (Dee Rings)	Bridgeport
Scovill Manufacturing Company	Waterbury 91	Ernst Bischoff Company Inc	Ivoryton	The Hawie Mfg Co	Bridgeport
Aluminum Goods		Blades		The G E Prentice Mfg Co	New Britain
Waterbury Companies Inc	Waterbury	Capewell Manufacturing Company, Metal Saw Division, (hack saw and band saw)	Hartford	John M Russell Mfg Co Inc	Naugatuck
Aluminum-Sheets & Coils		Blackening Salts for Metals		B Schwanda & Sons	Staffordville
United Smelting & Aluminum Co Inc	New Haven	Mitchell-Bradford Chemical Co	Bridgeport	The Patent Button Co	Waterbury
Ammunition		Blocks		Waterbury Companies Inc	Waterbury
Remington Arms Co Inc	Bridgeport	Howard Company (cupola fire clay)	New Haven	Buffing & Polishing Compositions	
Artificial Leather		Blower Fans		Apothecaries Hall Co	Waterbury
The Permatex Fabrics Corp	Jewett City	The Spencer Turbine Co	Hartford	Lea Mfg Co	Waterbury
Zapon Div, Atlas Powder Co	Stamford	Colonial Blower Company	Hartford	Buffing Wheels	
Asbestos		Blower Systems		The Williamsville Buff Mfg Co	Danielson
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	L-R Mfg Div of The Ripley Co	Torrington	Buttons	
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport	Boilers		B Schwanda & Sons	Staffordville
Asbestos & Rubber Packing		The Bigelow Co	New Haven	The Patent Button Co	Waterbury
Colt's Patent Fire Arms Mfg Co	Hartford	The Porcupine Company	Bridgeport	Colt's Patent Fire Arms Mfg Co	Hartford
Assemblies, Small		Petroleum Heat & Power Co (domestic only)	Stamford	Scovill Manufacturing Company (Uniform and Tack Fastened)	Waterbury 91
The Greist Manufacturing Co	New Haven	Clark Brothers Bolt Co	Milldale	Waterbury Companies Inc	Waterbury
The Han-Dee Spring and Manufacturing Co (Small)	Hartford	The O K Tool Co Inc (T-Slot)		Cabinets	
The Wallace Barnes Co Div Associated Spring Corp	Bristol	Bolts & Nuts		The Charles Parker Co (medicine)	Meriden
Auto Cable Housing		The Blake & Johnson Co (nuts, machine screw-bolts, stove)	Waterville	Cable	
The Wiremold Company	Hartford	Bomb Sling & Tank Strap Terminals for Aircraft		The Wiremold Co (electric, non-metallic Sheathed)	Hartford
Automatic Control Instruments		Geo W Fleming Co	Wallingford	Cams	
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury	Boxes		The Hartford Special Machinery Co	Hartford
Automobile Accessories		Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham	F B Skiff Inc	Hartford
The Rostand Mfg Co (windshields, seats, and body hardware)	Milford	Robert Gair Co (corrugated and solid fibre shipping containers)	Portland	Carpets and Rugs	
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, rivets brass, clutch facings, packing)	Bridgeport	Box Board		Bigelow-Sanford Carpet Co	Thompsonville
Automotive Friction Fabrics		The Lydall & Foulds Paper Co	Manchester	Palmer Brothers Co	New London
The Russell Mfg Co	Middletown	National Folding Box Co	New Haven	Casters	
Automotive Parts		New Haven Pulp & Board Co	New Haven	The Bassick Company (Industrial and General)	Bridgeport
Eis Manufacturing Co (Hydraulic and Mechanical)	Middletown	Robertson Paper Box Co	Montville	Casters-Industrial	
Automotive & Service Station Equipment		Robert Gair Co	Portland	George P Clark Co	Windsor Locks
Scovill Manufacturing Company (Canned Oil Dispensers)	Waterbury 91	Boxes-Paper-Folding		Castings	
The Raybestos Div of Raybestos-Manhattan Inc (brake service machinery)	Bridgeport	Atlantic Carton Corp	Norwich	The Charles Parker Co (gray iron)	Meriden
Automotive Tools		Bridgeport Paper Box Co	Bridgeport	The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden
Eis Manufacturing Company	Middletown	S Curtis & Son Inc	Sandy Hook	The Gillette-Vibber (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London
Bakelite Moldings		M S Dowd Carton Co	Hartford	The Sessions Foundry Co (gray iron)	Bristol
Waterbury Companies Inc	Waterbury	National Folding Box Co (paper folding)	New Haven	John M Russell Mfg Inc (brass, bronze and aluminum)	Naugatuck
The Watertown Mfg Co	Watertown	The Warner Brothers Company	Bridgeport	Malleable Iron Fittings Co (malleable iron and steel)	Brantford
Bakery Ovens		The New Haven Pulp & Board Co	New Haven	McLagon Foundry Co (gray iron)	New Haven
American Machine & Foundry Co	New Haven	Robertson Paper Box Co	Montville	Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
		Robert Gair Co	Portland	Philbrick-Booth & Spencer Inc (gray iron)	Hartford
		Boxes-Paper-Setup		Scovill Manufacturing Company (Brass & Bronze)	Waterbury 91
		Bridgeport Paper Box Co	Bridgeport	Union Mfg Co (gray iron)	New Britain
		The Heminway Corporation	Waterbury	Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
		Brake Cables			(Adv.)
		Eis Manufacturing Co	Middletown		

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The Torrington Manufacturing Co	Torrington
Chain	
John M Russell Mfg Co Inc	Natugatuck
Chain—Welded and Weldless	
Bridgeport Chain & Mfg Co	Bridgeport
Chains—Bead	
The Bead Chain Mfg Co	Bridgeport
Chemicals	
Apothecaries Hall Co	Waterbury
MacDermid Incorporated	Waterbury
American Cyanamid & Chemical Corp	Waterbury
Edcan Laboratories	South Norwalk
Chromium Plating	
Chromium Corp of America	Waterbury
The Chromium Process Company	Derby
Chucks	
The Cushman Chuck Co	Hartford
Chucks & Face Plate Jaws	
Union Mfg Co	New Britain
Clay	
Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven
Cleansing Compounds	
MacDermid Incorporated	Waterbury
Clocks	
Seth Thomas Clocks	Thomaston
The United States Time Corporation	Waterbury
Clutch Facings	
The Russell Mfg Co	Middletown
Clutch—Friction	
The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic)	Bridgeport
Comfortables	
Palmer Brothers Co	New London
Cones	
Sonoco Products Co (Climax-Lowell Div) (Paper)	Mystic
Consulting Engineers	
The Stanley P Rockwell Co Inc (Consulting)	296 Homestead Ave Hartford
Contract Machining	
Malleable Iron Fittings Company	Branford
Contract Manufacturers	
Geo W Fleming Co (Metal parts and assemblies)	Wallingford
The Greist Mfg Co (metal parts and assemblies)	503 Blake St New Haven
Merriam Mfg Co (production runs—metal boxes and containers to specifications)	Durham
Scovill Manufacturing Company (Metal Parts and Assemblies)	Waterbury 91
Waterbury Companies Inc	Waterbury
Copper	
The American Brass Co (sheet, wire, rods, tubes)	Waterbury
The Bristol Brass Corp (sheet)	Bristol
The Thinsheet Metals Co (sheets and rolls)	Waterbury
Copper Sheets	
The New Haven Copper Co	Seymour
Copper Shingles	
The New Haven Copper Co	Seymour
Copper Water Tube	
Bridgeport Brass Co	Bridgeport
Scovill Manufacturing Company	Waterbury 91
Cork Cots	
Sonoco Products Co (Climax-Lowell Div)	Mystic
Corrugated Box Manufacturers	
The Danbury Square Box Co	Danbury
Corrugated Shipping Cases	
D L & D Container Corp	87 Shelton Ave New Haven
Connecticut Corrugated Box Div Robert Gair Co Inc	Portland
Cosmetics	
Northam Warren Corporation	Stamford
The J B Williams Co	Glastonbury
Cotton Batting & Jute Batting	
Palmer Brothers	New London
Cotton Yarn	
The Floyd Cranska Co	Moosup
Counting Devices	
Veeder-Root Inc	Hartford
Cut Stone	
The Dextone Co	New Haven
Cutters	
The Standard Machinery Co (rotary board, single and duplex)	Mystic
The O K Tool Co Inc (inserted tooth milling)	33 Hull St Shelton
Delayed Action Mechanisms	
M H Rhodes Inc	Hartford
Dictating Machines	
Dictaphone Corporation	Bridgeport
The Soundscribe Corporation	New Haven
Die Castings	
Newton-New Haven Co Inc	688 Third Ave West Haven
Die Castings (Aluminum & Zinc)	
Corbin Cabinet Lock Div American Hardware Corp	New Britain
Dies	
The Hoggson & Pettis Mfg Co	141 Brewery St New Haven
The Parker Stamp Works Inc (for plastics and die castings)	
	Hartford
Die-Heads—Self-Opening	
The Eastern Machine Screw Corp	Truman & Barclay Sts New Haven
The Geometric Tool Co	New Haven
Dish Washing Machines	
Colt's Patent Fire Arms Mfg Co	Hartford
Dowel Pins	
The Allen Manufacturing Co	Hartford
Draperies	
Palmer Brothers Co	New London
Drop Forgings	
Wilcox Crittenden & Co Inc	Middletown
The Blakeslee Forging Co	Plantsville
Atwater Mfg Co	Plantsville
Capewell Mfg Company	Hartford
The Bridgeport Hdwe Mfg Corp	Bridgeport
Druggists' Rubber Sundries	
The Seamless Rubber Company	New Haven
Edged Tools	
The Collins Co (axes and other edged tools)	Collinsville
Elastic Webbing	
The Russell Mfg Co	Middletown
Electric Appliances	
The Silex Co	80 Pliny St Hartford
Electric Cables	
Rockbestos Products Corp (asbestos insulated)	New Haven
Electrical Conduit Fittings & Grounding Specialties	
The Gillette-Vibber Company	New London
Electric Cords	
Rockbestos Products Corp (asbestos insulated)	New Haven
Electric Eye Control	
United Cinephone Corporation	Torrington
Electric—Commutators & Segments	
The Cameron Elec Mfg Co (rewinding motors)	Ansonia
Electric Fixture Wire	
Rockbestos Products Corp (asbestos insulated)	New Haven
Electric Heating Element & Units	
Rockbestos Products Corp (asbestos insulated)	New Haven
Electric Insulation	
The Rogers Paper Mfg Co	Manchester
Case Brothers Inc	Manchester
Electric Panel Boards	
The Plainville Electrical Products Co	Plainville
Federal Electric Products Co Inc	Hartford
Electric Signs	
United Advertising Corp	New Haven
Electric Safety Switches	
Federal Electric Products Co Inc	Hartford
Electric Wire	
Rockbestos Products Corp (asbestos insulated)	New Haven
Electrical Control Apparatus	
The Trumbull Electric Mfg Co	Plainville
Federal Electric Products Co Inc	Hartford
Electrical Circuit Breakers	
Federal Electric Products Co Inc	Hartford
Electrical Recorders	
The Bristol Co	Waterbury
Electrical Goods	
A C Gilbert Co	New Haven
Electronics	
The Gray Manufacturing Company	Hartford
Crystal Research Laboratories Inc	Hartford
Arthur T Hatton & Company	Hartford
United Cinephone Corporation	Torrington
Electrotypes	
W T Barnum & Co Inc (all classes)	New Haven
Elevators	
The Eastern Machinery Co (passenger and freight)	New Haven
Embalming Chemicals	
The Embalmers' Supply Co	Westport
Engines	
Wolverine Motor Works Inc (diesel stationary marine)	Bridgeport
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft)	East Hartford
Envelopes	
Plimpton Mfg Co Div U S Envelope Co	Hartford
Curtis 1000 Inc	Hartford
Extractors—Tap	
The Walton Company	94 Allyn St Hartford
Eyelets	
The Platt Bros & Co P O Box 1030	Waterbury
Scovill Manufacturing Co	Waterbury 91
Waterbury Companies Inc	Waterbury
Fasteners—Slide & Snap	
The G. E. Prentice Mfg Co	New Britain
Scovill Manufacturing Company (Snap)	Waterbury 91
Felt—All Purposes	
American Felt Co (Mills & Cutting Plant)	Glenville
Ferrules	
Waterbury Companies Inc	Waterbury
Fibre Board	
The C. H. Norton Co	North Westchester
The Rogers Corporation (Specialty)	
	Manchester
Case Brothers Inc	
	Manchester
Finger Nail Clippers	
The H C Cook Co	32 Beaver St Ansonia
Firearms	
Colt's Patent Fire Arms Mfg Co	Hartford
Remington Arms Co Inc	Bridgeport
Fire Hose	
Fabrics Fire Hose (municipal and industrial)	Sandy Hook
Fireplace Goods	
The John P Smith Co (screens)	423-33 Chapel St New Haven
The Rostand Mfg Co	Milford
The American Windshield & Specialty Co	881 Boston Post Road Milford
Fireproof Floor Joists	
The Dextone Co	New Haven
Fishing Tackle	
The Horton Mfg Co (reels, rods, lines)	Bristol
The Bevin-Wilcox Line Co (lines)	East Hampton
The H C Cook Co	
	32 Beaver St Ansonia
Fluorescent Lighting Equipment	
The Wiremold Company	Hartford
Forgings	
Clark Brothers Bolt Co	Milldale
Heppenstall Co (all kinds and shapes)	Bridgeport
Scovill Manufacturing Company (Non-ferrous)	Waterbury 91
Foundries	
Union Mfg Co (gray iron)	New Britain
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)	Middletown
The Sessions Foundry Co (iron)	Bristol
Foundry Riddles	
The John P Smith Co	423-33 Chapel St New Haven
Rolock Inc (brass, galvanized, steel)	
	Southport
Furnace Linings	
The Mullite Refractories Co	Shelton
Furniture Pads	
The Gilman Brothers Company	Gilman
Galvanizing & Electric Plating	
The Gillette-Vibber Co	New London
Galvanizing	
Malleable Iron Fittings Co	Branford
Wilcox Crittenden & Co Inc	Middletown
Gaskets	
The Raybestos Div of Raybestos-Manhattan Inc	Bridgeport
Gauges	
The Bristol Co (pressure and vacuum—recording automatic control)	Waterbury
Hart Engineering Div of W Hart Buick Co Inc (Plug Ring Snap Flush Pin & all types of special gauges)	Hartford
Gears—Reverse & Reduction for Motor Boats	
The Snow-Nabstedt Gear Corp	New Haven
Gears and Gear Cutting	
The Hartford Special Machinery Co	Hartford
The Gray Mfg Co (Zero Bevel)	Hartford
General Plating	
The Chromium Process Co (copper, nickel, chromium and cadmium plating)	Derby
Glass Coffee Makers	
The Silex Co	80 Pliny St Hartford
Glass Cutters	
The Fletcher Terry Co	Box 415 Forestville
Golf Equipment	
The Horton Mfg Co (clubs, shafts, balls, bags)	Bristol
Greeting Cards	
A D Steinbach & Sons Inc	New Haven
Grinding	
The Centerless Grinding Co Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special)	Bridgeport
19 Staples Street	Bridgeport
The Hartford Special Machinery Co (gears, threads, cams and splines)	Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Hand Tools

The Bridgeport Hdwe Mfg Corp (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives) Bridgeport

Hardware

Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown
The Bassick Company (Automotive) Bridgeport

Hardware-Trailer Cabinet

The Excelsior Hardware Co Stamford

Hardware, Trunk & Luggage

Corbin Cabinet Lock Div American Hardware Corp New Britain

J H Sessions & Son Bristol

Hat Machinery

Doran Brothers Inc Danbury

Heat Treating

The A F Holden Co 200 Winchester St New Haven

The Bennett Metal Treating Co 1045 New Britain Ave Elmwood

The Stanley P Rockwell Co Inc 296 Homestead Ave Hartford

The Driscoll Wire Company Shelton

Heat-Treating Equipment

The Autoyre Company Oakville

The Porcupine Company Bridgeport

The Stanley P Rockwell Co Inc (commercial) 296 Homestead Ave Hartford

The Wallace Barnes Co Div Associated Spring Corp Bristol

The A F Holden Company 52 Richards Street West Haven (Main Plant) West Haven

The A F Holden Company 52 Richards Street West Haven

Mitchell-Bradford Chemical Co Bridgeport

The Miller Company (domestic oil burners and heating devices) Meriden

Highway Guard Rail Hardware Malleable Iron Fittings Co Branford

Homer D Bronson Company Beacons Falls

Union Mfg Company New Britain

The Allen Manufacturing Co Hartford

The Hawie Mfg Co (So-Lo Grip Tabs) Bridgeport

Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford

Hydraulic Brake Fluids Eis Manufacturing Co Middletown

Industrial Finishes Zapon Div Atlas Powder Co Stamford

Industrial and Masking Tapes The Seamless Rubber Company New Haven

Insecticides American Cyanamid & Chemical Corp Waterbury

Insulated Wire Cords & Cable The Kerite Insulated Wire & Cable Co Inc Seymour

Instruments J.B.T. Instruments Inc (Electrical and Temperature) New Haven

Insulation The Gilman Brothers Co Gilman

Insulating Refractories The Mullite Refractories Co Shelton

Jacquard Case Brothers Inc Manchester

Japanning J H Sessions & Son Bristol

Joining The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet) Bridgeport

Key Blanks Corbin Cabinet Lock Div American Hardware Corp New Britain

The Graham Mfg Co Derby

Labels J & J Cash Inc (Woven) South Norwalk

Label Moisteners Better Packages Inc Shelton

Lacquers & Synthetic Enamels Zapon Div Atlas Powder Co Stamford

Ladders A W Flint Co 196 Chapel St New Haven

Lamps The Rostand Mfg Company (brass, colonial style & brass candlesticks) Milford

Leather Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury

Leather Goods Trimmings The G E Prentice Mfg Co New Britain

Letterheads Lehman Brothers Inc (designers, engravers, lithographers) New Haven

Lighting Equipment

The Miller Co (Miller, Duplexalite, Ivanhoe) Meriden

Waterbury Companies Inc Waterbury

Lighting Protection Edward H Brown Hartford & New Haven

Locks-Cabinet Corbin Cabinet Lock Div American Hardware Corp New Britain

The Excelsior Hardware Co Stamford

Locks-Suit-Case and Trimmings Corbin Cabinet Lock Div American Hardware Corp New Britain

The Excelsior Hardware Co Stamford

Locks-Trunk Corbin Cabinet Lock Div American Hardware Corp New Britain

The Excelsior Hardware Co Stamford

Locks-Zipper The Excelsior Hardware Co Stamford

Loom-Non-Metallic The Wiremold Company Hartford

Machinery The Fenn Manufacturing Company Hartford

The Hallden Machine Company (mill) Thomaston

The Torrington Manufacturing Co (mill) Torrington

The Standard Machinery Co (bookbinders) Mystic

Machinery Dealers & Rebuilders Botwinik Brothers New Haven

Machinery Dealers Inc J L Lucas and Son Fairfield

Machines Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling) Bridgeport

Special Devices Company (Special, New Developments) Berlin

The Patent Button Company Waterbury

Machines-Automatic The A H Nilson Mach Co (Special) Bridgeport

Machines-Forming The A H Nilson Mach Co (four-slide wire and ribbon stock) Bridgeport

Machine Work Geo W Fleming Co Wallingford

The Hartford Special Machinery Co (contract work only) Hartford

The Torrington Manufacturing Co (special rolling mill machinery) Torrington

The Fenn Manufacturing Company (precision parts) Hartford

The Parker Stamp Works Inc (Special) Hartford

Magnets Cinaudagraph Corp (Permanent) Stamford

Mail Boxes, Apartment & Residential Corbin Cabinet Lock Div American Hardware Corp New Britain

Mailing Machines Pitney-Bowes Inc Stamford

Manganese Bronze Ingot The Whipple and Choate Company Bridgeport

Marine Equipment The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware) Milford

Marking Devices Wilcox Crittenden & Co Inc Middletown

The Hoggson & Pettis Mfg Co New Haven

The Parker Stamp Works Inc (steel and rubber) Hartford

Matrices W T Barnum & Co Inc New Haven

Mattresses Palmer Brothers Co New London

Mechanical Assemblies-Small Waterbury Mattress Co Waterbury

Mechanics Hand Tools M H Rhodes Inc Hartford

The Bridgeport Hdwe Mfg Corp (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

Metal Cleaners Apothecaries Hall Co Waterbury

Metal Cleaning Machines Colt's Patent Fire Arms Mfg Co Hartford

Metal Finishes Mitchell-Bradford Chemical Co Bridgeport

Metal Goods Bridgeport Brass Co (to order) Bridgeport

Waterbury Companies Inc (to orders) Waterbury

Metal Novelties The H C Cook Co 32 Beaver St Ansonia

Metal Products-Waterbury Waterbury Companies Inc Waterbury

Metal Products-Japanning J H Sessions & Son Bristol

Metal Products-Made-to-Order Scovill Manufacturing Company (Made-to-Order) Waterbury 91

Metal Specialties Waterbury Companies Inc Waterbury

The Excelsior Hardware Co Stamford

The G E Prentice Mfg Co New Britain

Metal Stampings

The Autoyre Co (Small) Oakdale

The Patent Button Co Waterbury

The Excelsior Hardware Co Stamford

J H Sessions & Son 32 Beaver St Ansonia

The Greist Mfg Co 503 Blake St New Haven

Waterbury Companies Inc Waterbury

Bridgeport Chain & Mfg Co Bridgeport

The J A Otterbein Company (metal fabrications) Middletown

Scovill Manufacturing Company Waterbury 91

Milk Bottle Carriers The John P Smith Co 423-33 Chapel St New Haven

Millboard The Raybestos Div of Raybestos-Manhattan Inc (asbestos) Bridgeport

Mill Supplies Wilcox Crittenden & Co Inc Middletown

Moulded Plastic Products The Patent Button Co Waterbury

Colt's Patent Fire Arms Mfg Co Hartford

Waterbury Companies Inc Lake Road Waterbury

The Watertown Mfg Co 117 Echo Lake Road Waterbury

Moulds The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven

The Sessions Foundry Co (heat resisting non-ferrous metals) Bristol

The Parker Stamp Works Inc (compression, injection & transfer for plastics) Hartford

Nickel Anodes Apothecaries Hall Co Waterbury

The Seymour Mfg Co Nickel Silver Seymour

The Whipple and Choate Company Bridgeport

Non-ferrous Metal Castings The Miller Company Meriden

Nuts Bolts and Washers Clark Brothers Bolt Co Milldale

Office Equipment Pitney-Bowes Inc Stamford

Oil Burners Underwood Corporation Hartford

The Silent-Glow Oil Burner Corp 1477 Park St Hartford

Petroleum Heat & Power Co (domestic commercial and industrial) Hartford

The Miller Company (domestic) Stamford

Oil Burner Wick The Raybestos Div of Raybestos-Manhattan Inc Bridgeport

Ovens American Machine & Foundry Co New Haven

Packing The Raybestos Div of Raybestos-Manhattan Inc (rubber sheet and automotive) Bridgeport

Padlocks Corbin Cabinet Lock Div American Hardware Corp New Haven

Paints and Enamels The Staminate Corp New Haven

The Tredennick Paint Mfg Co Meriden

Package Sealers Better Packages Inc Shelton

Paperboard Connecticut Corrugated Box Div Robert Gair Co Inc Portland

Paper Boxes The New Haven Pulp & Board Co New Haven

National Folding Box Co (folding) New Haven

The New Haven Pulp & Board Co New Haven

Robertson Paper Box Co (folding) Montville

The Strouse, Adler Co New Haven

Atlantic Carton Corp (folding) Bridgeport

The Warner Brothers Company Bridgeport

Paper Boxes-Folding and Setup Bridgeport Paper Box Company Bridgeport

Paper Clips The H C Cook Co (steel) 32 Beaver St Ansonia

Paper Tubes and Coras Sonoco Products Co (Climax-Lowell Div) Mystic

Parallel Tubes Sonoco Products Co (Climax-Lowell Div) Mystic

Pharmaceutical Specialties Ernst Bischoff Company Inc Ivoryton

Phosphor Bronze The Seymour Mfg Co Seymour

The Bristol Brass Corp (sheet, strips, rolls) Bristol

The Miller Company (sheets, strips, rolls) Meriden

Phosphor Bronze Ingot The Whipple and Choate Company Bridgeport

Pipe The American Brass Co (brass and copper) Waterbury

Howard Co (cement well and chimney) New Haven

Crane Company (fabricated) Bridgeport

Bridgeport Brass Co (brass & copper) Bridgeport

Scovill Manufacturing Company (Copper and Red Brass) Waterbury 91

(Adv.)

I T ' S M A D E I N C O N N E C T I C U T

Pipe Fittings Malleable Iron Fittings Co The Corley Co Inc (300# AAR) Plastic Buttons Colt's Patent Fire Arm Mfg Co Waterbury Companies Inc Plastics—Extruded Extruded Plastics Inc Plastics—Moulders The Watertown Mfg Co Waterbury Companies Inc Plastics—Moulds & Dies The Parker Stamp Works Inc (for plastics) Platers The Patent Button Co The Plainville Electro Plating Co Platers—Chrome The Plainville Electro Plating Co The Hartford Chrome Corporation Nutmeg Chrome Corporation Platers' Equipment Apothecaries Hall Company MacDermid Incorporated Plumbers' Brass Goods Bridgeport Brass Co Scovill Manufacturing Company Plumbing Specialties John M Russell Mfg Co Inc Pole Line Malleable Iron Fittings Co Polishing Wheels The Williamsville Buff Mfg Co Postage Meters Pitney-Bowes Inc Presses The Standard Machinery Co (plastic molding, embossing, and die cutting) Press Papers Case Brothers Inc Printing The Case Lockwood & Brainard Co The Hemmway Corporation The Walker-Kackliff Company Production Control Equipment Wassell Organization (Produc-Trol) United Cinephone Corporation Propellers—Aircraft Hamilton Standard Propellers Div United Aircraft Corp Propeller Fan Blades The Torrington Manufacturing Co Punches The Hoggson & Pettis Mfg Co (ticket & cloth) 141 Brewery St Putty Softeners—Electrical The Fletcher Terry Co Pyrometers The "Bristol Co (recording and controlling) Quartz Crystals Crystal Research Laboratories Inc Radiation-Finned Copper The G & O Manufacturing Company Railroad Equipment The Vulcan Radiator Co (steel and copper) The Rostand Mfg Co (baggage racks and mirrors for passenger cars) Rayon Yarns The Hartford Rayon Corp Reamers The O K Tool Co Inc (inserted tooth) 33 Hull St Recorders The Bristol Co (automatic controllers, temperature, pressure, flow, humidity) Refractories Howard Company Regulators Norwalk Valve Company (for gas and air) Resistance Wire The C O Jelliff Mfg Co (Nickel chromium, kanthal) Retainers The Hartford Steel Ball Co (bicycle & auto motive) Riveting Machines The Grant Mfg & Machine Co L-R Mfg Div of The Ripley Co The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment) The H P Townsend Mfg Company Rivets The Connecticut Manufacturing Company Clark Brothers Bolt Co The Blake & Johnson Co (brass, copper and non-ferrous) J. H. Sessions & Son The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper) The Raybestos Div of Raybestos-Manhattan Inc (iron,	Rods The Bristol Brass Corp (brass and bronze) Scovill Manufacturing Company (Brass and Bronze) Rubber Chemicals The Stamford Rubber Supply Co Vulcanized Vegetable Oils) Rubberized Fabrics The Duro-Gloss Rubber Co Rubber Footwear The Goodyear Rubber Co United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear) Rubber Gloves The Seamless Rubber Company Rubbish Burners The John P Smith Co Safety Fuses The Ensign-Bickford Co (mining & detonating) Saw Blades The Capewell Mfg Co (Hack Saw, Band Saw) Saws, Band, Metal Cutting Atlantic Saw Mfg Co Scales—Industrial Dial The Kron Company Scissors The Acme Shear Company Screws The Blake & Johnson Co (machine) Corbin Screw Div, American Hardware Corp Clark Brothers Bolt Co The Charles Parker Co (wood) Scovill Manufacturing Company The Connecticut Mfg Co (machine) Screw Machines The H P Townsend Mfg Company Screw Machine Products The Apex Tool Co Inc Chas E Lowe Co The Connecticut Manufacturing Company Corbin Screw Div, American Hardware Corp The Blake & Johnson Co The Centerless Grinding Co Inc (Heat treated and ground type only) 19 Staples Street The Eastern Machine Screw Corp Truman & Barclay Sts The Humason Mfg Co Geo W Fleming Co The Greist Mfg Co (Up to 1 1/4" capacity) Scovill Manufacturing Company Nelson's Screw Machine Products Sealing Tape Machines Better Packages Inc Sewing Machines The Geist Mfg Co (Sewing machine attachments) 503 Blake St The Merrow Machine Co (Industrial) Shaving Soaps The J B Williams Co Shears The Acme Shear Co (household) Sheet Metal Products The American Brass Co (brass and copper) Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) United Advertising Corp, Manufacturing Division (Job and Production Runs) Waterbury Companies Inc Sheet Metal Stampings The American Buckle Co The Patent Button Co J H Sessions & Son Waterbury Companies Inc Shipment Sealers Better Packages Inc Showcase Lighting Equipment The Wiremold Company Shower Stalls Dextone Company Signals The H C Cook Co (for card files) 32 Beaver St Silks Cheney Brothers Sizing and Finishing Compounds American Cyanamid & Chemical Corp Smoke Stacks The Bigelow Company (steel) The Porcupine Company Soap The J B Williams Co (industrial soaps, toilet soaps, shaving soaps) Solder—Soft Torrey S. Crane Company	Special Machines The H P Townsend Mfg Company Special Parts The Greist Mfg Co (small machined, especially precision stampings) Special Industrial Locking Devices Corbin Cabinet Lock Div American Hardware Corp Spinnings The Gray Manufacturing Company Sponge Rubber The Sponge Rubber Products Co Spreads Palmer Brothers Company Spring Colling Machines The Torrington Manufacturing Co Spring Units American Chain & Cable Co Inc Owen Silent Spring Co Inc (mattresses and upholstery furniture) Spring Washers The Wallace Barnes Co Div Associated Spring Corp Springs—Coil & Flat The Humason Mfg Co The Wallace Barnes Co Div Associated Spring Corp The Han-Dee Spring and Manufacturing Co (Coil and Flat) Springs—Flat The Wallace Barnes Co Div Associated Spring Corp Springs—Furniture American Chain & Cable Co Inc Owen Silent Spring Co Inc Springs—Wire The Connecticut Spring Corporation (compression, extension, torsion) The Wallace Barnes Co Div Associated Spring Corp New England Spring Mfg Co J W Bernston Company (Coil and Torsion) Springs, Wire & Flat The Autoyre Company Stair Pads Palmer Brothers Company Stamps The Hoggson & Pettis Mfg Co (steel) 141 Brewery St The Parker Stamp Works Inc (steel & rubber) Stampings The Han-Dee Spring and Manufacturing Co (Small) The Rogers Corporation (Fibre Cellulose Paper) Stampings—Small The Greist Manufacturing Company Scovill Manufacturing Company The Wallace Barnes Co Div Associated Spring Corp Waterbury Companies Inc Steel Castings The Hartford Electric Steel Co (carbon and alloy steel) 540 Flatbush Ave Malleable Iron Fittings Co Nutmeg Crucible Steel Co Steel—Cold Rolled Spring The Wallace Barnes Co Div Associated Spring Corp Steel—Cold Rolled Stainless Wallingford Steel Company Steel—Cold Rolled Strip and Sheets Wallingford Steel Company Steel Goods Merriam Mfg Co (sheets products to order) Waterbury Companies Inc Steel—Magnetic Cinaudagraph Corporation Stereotypes W T Barnum & Co Inc Stop Clocks, Electric The H C Thompson Clock Co Structural Steel (Fabricated) The Porcupine Company Studio Couches Waterbury Mattress Co Super Refractories The Mullite Refractories Co Surface Metal Raceways & Fittings The Wiremold Company Surgical Dressings The Seamless Rubber Company Acme Cotton Products Co Inc Surgical Rubber Goods The Seamless Rubber Company Switchboards Plainville Electrical Products Co Switchboards Wire and Cables Rockbestos Products Corp (asbestos, insulated) New Haven (Advt.)
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IT'S MADE IN CONNECTICUT

Tanks
The Bigelow Company (steel) New Haven
Tanks (Steel and Alloy)
The Porcupine Company Bridgeport
Tape
The Russell Mfg Co Middletown
Tap Extractors
The Walton Co 94 Allyn St Hartford
Taps, Collapsing
The Geometric Tool Co New Haven
Tarred Lines
Brownell & Co Inc Moodus
Telemetering Instruments
The Bristol Co Waterbury
Textile Machinery
The Merrow Machine Co 2814 Laurel St Hartford
Textile Mill Supplies
Ernst Bischoff Company Inc Ivoryton
Textile Processors
The Aspinook Corp (cotton) Jewett City
Thermometers
The Bristol Co (recording and automatic control) Waterbury
Thin Gauge Metals
The Thinsheet Metals Co (plain or tinned in rolls) Waterbury
Thread
Max Pollack & Co Inc Groton
The American Thread Co Willimantic
The Gardiner Hall Jr Co (cotton sewing) South Willington
Wm Johl Manufacturing Co Mystic
Threading Machines
The Grant Mfg & Machine Co (double and automatic) Bridgeport
Time Recorders
Stromberg Time Corp Thomaston
Timers, Interval
The H C Thompson Clock Co Bristol
Timing Devices & Time Switches
M H Rhodes Inc Hartford
Timing Devices
Seth Thomas Clocks Thomaston
The United States Time Corporation Waterbury
Tinning
Wilcox Crittenden & Co Inc Middletown
The Thinsheet Metals Co (non-ferrous metals in rolls) Waterbury
Tools
The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven
The O K Tool Co Inc (inserted-tooth metal cutting) 33 Hull St Shelton
Tools, Dies & Fixtures
The Greist Mfg Co New Haven
The Parker Stamp Works Inc (special) Hartford
Toys
A C Gilbert Company New Haven
Pate and Company Branford
The Gong Bell Co East Hampton
The A F Holden Company 52 Richards Street West Haven (Main Plant)
The N N Hill Brass Co East Hampton
Waterbury Companies Inc Waterbury
Trucks—Industrial
George P Clark Co Windsor Locks
Trucks—Lift
The Excelsior Hardware Co Stamford
George P Clark Co Windsor Locks
Trucks—Skid Platforms
The Excelsior Hardware Co (lift) Stamford
Tube Bending
American Tube Bending Co Inc New Haven

Tube Clips
The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia
Tubing
The American Brass Co (brass and copper) Waterbury
Scovill Manufacturing Company (Brass and Copper) Waterbury 91
Tubing (Extruded Plastic)
Extruded Plastics Inc Norwalk
Tubing—Heat Exchanger
Scovill Manufacturing Company Waterbury 91
Turret Lathe Products
Geo W Fleming Co Wallingford
Typewriters
Underwood Corporation Hartford
Typewriter Ribbons
Underwood Corporation Hartford
Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div) Mystic
Union Pipe Fittings
The Corley Co Inc (300# AAR) Plainville
Vacuum Bottles and Containers
American Thermos Bottle Co Norwich
Vacuum Cleaners
The Spencer Turbine Co Hartford
Valves
Norwalk Valve Company (sensitive check valves) South Norwalk
Valves—Automatic Air
Beaton & Caldwell Mfg Co New Britain
Valves—Flush
Beaton & Caldwell Mfg Co New Britain
Valves—Relief & Control
Beaton & Caldwell Mfg Co New Britain
Varnishes
The Staminit Corp New Haven
Ventilating Systems
Colonial Blower Company Hartford
Vises
The Charles Parker Co Meriden
The Fenn Manufacturing Company (Quick-Action Vises) Hartford
Washers
The Blake & Johnson (brass, copper & non-ferrous) Waterville
American Felt Co (felt) Milldale
Clark Brothers Bolt Co Bristol
The Sessions Foundry Co (cast iron) Bristol
J H Sessions & Son Bristol
The Raybestos Div of Raybestos-Manhattan Inc (clutch washers) Bridgeport
Watches
Benrus Watch Co 30 Cherry St Waterbury
The United States Time Corporation Waterbury
Waterproof Dressings for Leather
The Viscol Company Stamford
Welding
The Porcupine Company Bridgeport
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven
Welding Rods
The Bristol Brass Corp (brass & bronze) Bristol
Wheels—Industrial
George P Clark Co Windsor Locks
Wicks
The Russell Mfg Co Middletown
The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks) Bridgeport

Wire
The Bristol Brass Corp (brass & bronze) Bristol
The Driscoll Wire Co (steel) Shelton
Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
The Atlantic Wire Co (steel) Branford
The Platt Bros & Co (zinc wire) Waterbury
P O Box 1030
Rockbestos Products Corp (asbestos insulated) New Haven
Scovill Manufacturing Company (Brass, Bronze, and Nickel Silver) Waterbury 91
Wire Arches and Trellis
The John P Smith Co 423-33 Chapel St New Haven
Wire Baskets
Rolock Inc (for acid, heat, degreasing) Fairfield
Wire Cable
The Bevin-Wilcox Line Co (braided) East Hampton
Wire Cloth
The C O Jelliff Mfg Co (All metals, all meshes) Southport
The John P Smith Co 423-33 Chapel St New Haven
Rolock Incorporated Fairfield
Wire Drawing Dies
The Waterbury Wire Die Co Waterbury
Wire Dipping Baskets
The John P Smith Co 423-33 Chapel St New Haven
Wire—Enameled Magnet
Sweet Wire Co Winsted
Wire Formings
The Autoyre Co Oakville
Wire Forms
The Connecticut Spring Corporation Hartford
The Humason Mfg Co Forestville
The Wallace Barnes Co Div Associated Spring Corp Bristol
New England Spring Mfg Co Unionville
Wire Goods
The Patent Button Co Waterbury
The American Buckle Co (overall trimmings) West Haven
Scovill Manufacturing Company (To Order) Waterbury 91
Wiremolding
The Wiremold Company Hartford
Wire Reels
The A H Nilson Mach Co Bridgeport
Wire Partitions
The John P Smith Co 423-33 Chapel St New Haven
Wire Rings
The American Buckle Co (pan handles and tinnings' trimmings) West Haven
Wire Shapes
Bridgeport Chain & Mfg Co Bridgeport
Woodwork
C H Dresser & Son Inc (Mfg all kinds of woodwork) Hartford
Yarns
The Ensign-Bickford Co (jute carpet) Simsbury
Zinc
The Platt Bros & Co (ribbon, strip and wire) P O Box 1030 Waterbury
Zinc Castings
Newton-New Haven Co Inc 688 Third Ave West Haven (Advt.)

Federal Legislation

(Continued from page 30)

As we write, the outlook for the passage of the Fair Employment Practices Act, that is the anti-discrimination act, seems to be good—or bad, if you don't like the legislation, as we don't. Here are the reasons: Republican House Leader Joseph Martin has

called upon his colleagues to sign the petition for the discharge of the House Rules Committee from further jurisdiction over Mrs. Norton's bill, H. B. 3032. She has been trying for a long time to get the 218 required signatures necessary to bring the bill to the floor of the House. Now she will probably get them—elections are next year, you know.

Then too, President Truman made a strong bid for passage in his report

to the Congress, and Senator Chavez, Democrat of New Mexico, has said that he will offer a motion for consideration of the companion bill, S. 101. Representatives Ball, Smith and Morse have offered amendments to "facilitate passage." All these amendments would do would be to change the coverage of the bill to employees of 25 or more instead of 6 and to give the courts greater scope in reviewing facts.

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is the tough, coldly analytical science of creating and selling to industrial markets. There's no place for frills and pretty headlines; engineers want facts not floss. It's the business of making every word and dollar bring concrete results —by knowledge, not by guesswork or luck.

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is absolutely essential. You wouldn't keep a salesman who didn't understand your products; your advertisement is just as much a salesman, and the men who prepare it must be engineering-trained with broad technical knowledge to state facts accurately and clearly, the way the reader wants them.

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MANILA. Ex-Army officer, 31, married, returning to Philippines soon, desires to represent American firms and buy on own account. Willing to work like hell. Address P. W. No. 1442.

SALES MANAGEMENT. Comprehensive experience covering ten years in actual sales, sales promotion, buying, accounting and management. Further administrative experience as Major and staff executive officer. Qualified as sales manager of medium-sized organization or as executive assistant to sales manager of large concern. Age 36, family, University graduate. Address P. W. No. 1441.

VETERAN—Major, Ordnance Dept., Mechanical Engr., B.E., graduate work in Industrial Sales, Accounting, Wages, Business and Labor Law. 4½ years Army experience in design, development, test and promotion of self-propelled artillery and accessories. Previous production engineering experience. Desire engineering sales or production position. Address P. W. No. 1440.

WANTED—Three H. P. and 5 H. P. Variable Speed Motors, 850 R.P.M., 3 phase, 220 volts, A. C. Address S. E. No. 937.

WANTED—Press Brake, approx. 6' long—foot shear, approx. 6' long. Address S. E. No. 938.

WANTED—48" foot or power shear and several steel lockers. Address S. E. No. 945.

FOR SALE—1 Grand Rapids Drill Grinder Model C-6-T, serial No. d6049, our No. 1182 run from a 1 h.p. Westinghouse 230 volt D.C. motor, 1146 r.p.m. Capacity for ¼" to 2¼" diameter drills.

1 Sly Mfg. Co.'s No. 3 Cinder Mill, motor driven, our No. 1315 equipped with G.E. motor 7½ h.p., 440 volt, 60 cycle, 3 phase. Used in foundries to separate iron left in drop from cupolas.

1 Diamond Machine Tool Co.'s No. 1 Wet Tool Grinder our No. 905. Has 14" wheel equipped with a belt driven pump for wet grinding, also tool rest and countershaft.

1 Portable Simplicity Screen 2'x3" and Aerating Unit with 3 h.p. G.E. ball bearing totally enclosed motor, 1200 r.p.m., 220 and 440 volt, 60 cycle, 3 phase, our No. 4019.

1 10"x36" Landis Cylindrical Grinder, serial No. 14510, our number 1457. Direct coupled to a G.E. ball bearing type KT motor frame No. 958, 7½ h.p., 900 r.p.m. At present connected to a 440 volt, 60 cycle, 3 phase current. Motor can be re-connected if necessary for 220 volt, 60 cycle, 3 phase current. Address S. E. No. 946.

FOR SALE—1 No. 42 S. M. Kolmaster Stoker. 1 1½ HP gas boiler (Mears Kane Ofeldt, Inc.), hand pump. Address S. E. No. 948.

WANTED—No. 00 Brown & Sharpe machines. Address S. E. No. 949.

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WANTED—No. 37-E 50 KRW Hand Operated Hydraulic Arbor Press. Address S. E. No. 952.

WANTED—No. OG—B&S Screw Machine with burring attachments, three or four years old. Address S. E. No. 953.

WANTED—1000 metal nesting boxes, 18"x10"x10½", with 18 gauge. Address S. E. No. 954.

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Music and Machinery do mix ...

There are men and women here at Gray who will tell you that the sweetest music of all is the hum of a power lathe or the rhythmic "crum-m-p" of a die caster.

And there are others who dream about a career in music . . . some have naturally good but untrained voices . . . others yearn to play some musical instrument.

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To discover and encourage such latent talent, and to perpetuate the memory of Gray employees who gave their lives in the service of our country, Gray established a living Memorial — a Music Memorial — at the well known Julius Hart Musical Foundation in Hartford. It provides scholarships available to Gray employees or their children.

Gray has only one reason for publicizing the idea — the earnest hope that other organizations, manufacturing or otherwise — will establish similar Memorials.

If you'd like a pamphlet which explains the plan in detail, write to Mr. Norman Markel, c/o The Gray Manufacturing Company, 16 Arbor Street, Hartford, Connecticut.

W. E. DITMARS, President

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